Report	AFI Subject	HMIC Evidence	AFI/Recommendation	Recommendation accepted for action by the force?	SRO/CO lead	Plan Owner	Action Required		Assurance and Confidence in addressing AFI/Recommendation in the timescale set	Narrative explaining the confidence rating	Complete?
							What?	Timescale?			
Domestic Abuse			The force should better identify repeat victims of domestic abuse, and develop and implement a question set in the control room, which includes asking the caller about their domestic abuse history and previous contact with the police.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should review the deployment time from call received in the control room to the deployment of an officer.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should implement a system where response supervisors are informed by radio of all domestic abuse incidents as soon as possible, and this action is then recorded on the incident log.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should review the intelligence on domestic abuse held on different IT systems, and implement appropriate interventions in order to better share this intelligence, especially with frontline officers.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should review the allocation of investigations in order that the most experienced and best equipped investigators are assigned the investigations with the highest risk of harm, rather than just the most serious crimes.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should improve supervision and the reviewing of risk for those who are assessed as being at standard or medium risk, so that it is clear who is responsible for keeping these victims safe.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should review the contact officers and staff have with victims, throughout their involvement with the police, to give one single point of contact who is able to update them and not duplicate contact.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should review the means by which victims are updated if a perpetrator is released from custody, and ensure that risk assessments are reviewed at this stage.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should improve intelligence sharing for frontline officers on high, medium and standard risk domestic abuse victims and offenders in their area. They should consider implementing a similar system to, or further develop the force's SENTINEL system for anti-social behaviour.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should publicise the role of the specialist team in order that all staff understand what they do and how they can help make victims safer.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
OOC			The force should provide guidance to all officers and staff who are engaged in requesting or making no-crime decisions which sets out the standard of additional verifiable information required in order to authorise a no-crime in accordance with the NCRS. Arrangements should be put in place to ensure ongoing compliance with the standard.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			The force should improve the supervision of the use of PND, cautions and cannabis warnings. In the case of PND and cautions, where there is a victim, their views should be appropriately considered and recorded.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
Crime PEEL			Within three months, Lincolnshire Police should develop and commence the implementation of an action plan to improve the quality of investigations which will ensure that: (a) investigating officers and police staff are aware of the standard required and have the professional skills and expertise to fulfil their duties; (b) supervisors know what is expected of them in driving up standards; (c) the right resources are targeted in the right areas; and (d) there is appropriate monitoring and oversight of investigative quality.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			Lincolnshire Police should continue action to remove the backlog of crimes awaiting allocation and ensure appropriate monitoring and oversight of the process is established to improve service	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			Within three months, Lincolnshire Police should review the resourcing and process for prioritising the examination of telecommunication and computer equipment seized as part of criminal investigations. By March 2015 the force should commence the implementation of a plan improve the prioritisation and timeliness of these examinations.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			Within three months, Lincolnshire Police should review the operation and resourcing of the integrated offender management scheme and by March 2015 should develop and have commenced the implementation of an action plan to improve performance in dealing with prolific offenders.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
			Within six months, Lincolnshire Police should ensure that there are methods in place to: (a) systematically review and evaluate the benefits from both current tactics and new crime fighting and anti-social behaviour initiatives; and (b) share learning and good practice across the force.	n/a	n/a	n/a	Superceded by later recommendations	n/a	Superceded by later recommendations	Superceded by later recommendations	Yes
PIC	Counter Corruption		Within six months, the force should introduce a process to ensure that any secondary employment or business interest applications which have been declined or withdrawn are followed up on to ensure compliance.	Yes	DCC Knighton	Supt WOOD - PSD	Process to be introduced.	Apr-15	High	Business interests which are declined / withdrawn will be subject to a further check every three months instigated by PSD from the Centurion system, ACU will then conduct "triangulation" checks in order to detect and prevent in appropriate business contacts. This action will identify officers who have breached the Standards of Professional Behaviour who will be dealt with accordingly. The recommendation was completed in April 15	Yes
			Within six months, the force should work with the EMSOU to ensure that there are proactive counter-corruption processes in respect of all staff posted to the EMSOU.	n/a	n/a	n/a	Being progressed Regionally	n/a	Being progressed Regionally		Yes
		HMIC found that the daily management meetings in the force were not always being used as well as they could be to focus staff towards crime prevention activity.	By 31 March 2015, each force should ensure that it is able to disseminate information and share good practice from its database throughout the force, as well as to local authorities and other relevant organisations involved in community-based preventive policing or crime prevention.	Yes	n/a	Supt Timmins	On the back of the NP work above, we will be seeking to create an information sharing forum. As an ASB partnership the ability to share good practice was discussed at the last Strategic Management Board and remains a priority focus.	Complete	Low	ASB info-sharing forum – we do not have a specific one. We have started to invite core partners to TCG meetings on East to share good practice. This is in it's infancy. ASBRACs die record good practice but we have not yet achieved the ability to share widely.	Within the constraints of the system then yes we are meeting what we can.It can be closed but I will still be working on more mitigation until next year.(Supt Timmins)
Best Use of Time: Core Policing		Although the force has provided training to new officers and staff, on-going formal crime prevention training has not been delivered to staff who frequently deal with victims of crime and anti-social behaviour.	Not later than 1 September 2015, all forces should provide and periodically refresh basic crime prevention training for officers and staff who come into contact with the public.	Yes	Supt Davison		An NCALT training package "Crime Prevention and Home Survey" is available for officers and PCSOs. It is mandatory and 1038 have completed it	Complete			Yes
		While forces need to know what resources are required to provide services locally, also they are required to have a certain number of specialist officers and staff available to fulfil national policing commitments.	All forces should work with the College of Policing to support its work to establish a full and sound understanding of the demand which the police service faces. Forces should understand what proportion of demand is generated internally and externally, and the amounts of time taken in the performance of different tasks. All forces should be in a position to respond to this work by 31 December 2015.	Yes		Julie Wilkins	work commissioned to assess external demand in winter 2014/15 (Process Evolution), policing model project assessed current and potential future demand in emerging threat areas to design resource models, working with partners to understand and address partnership demand (mental health, EMAS), head of SDD member of national finance and resources silver group and provided information regardinf FIRRED (forcasting resource requirements against expected demand) as part of the submission to inform government regarding spending review. work to do regarding internal demand.	Complete	Closed pending guidance from HMIC on Force Management Statements which I understand are being piloted.		Yes
		While forces need to know what resources are required to provide services locally, also they are required to have a certain number of specialist officers and staff available to fulfil national policing commitments.	All forces should progress work to gain a better understanding of the demands they face locally, and be prepared to provide this to the College of Policing to establish good practice in this respect. All forces should inform HMIC of their progress on this matter through their annual force management statements.	Yes		Julie Wilkins	As per other demand points, some work completed to understand local demand and submitted via the silver group. Force management statement done by finance, need to review if this included the progress. Demand profile was completed as part of THRIVE and process evaluation as listed in the PMP. FMangement statements in force?	Complete	Knighton, Gary: Suggest that we close pending guidance from HMIC on Force Management Statements which I understand are being piloted.		Yes
		The way in which forces approach opportunities to reduce bureaucracy could, and should, be more structured – in particular, how forces assess the merits of projects and measure the time saved.	By 31 March 2015, every force should introduce a local bureaucracy reduction programme with a plan for quantifiable efficiency savings.	Yes		Julie Wilkins	This is incorporated into our budget strategy work over the last 2 years. We have used scenario modelling to provide chief officers and PCC with options around budget reductions and efficiency savings and these have been used to inform the setting of the medium term financial plan. this needs further work to address the recommendation criteria.	Complete			Yes
		Forces should ensure that they can understand accurately this type of demand and, where necessary, work with the ambulance service locally to manage it.	All forces should work with the College of Policing to progress its work into how mental health cases and ambulance provision can be better managed. All forces should be in a position to respond to this work by 31 December 2015.	Yes		C/Supt Davison	Data is being collated via the FCR to inform us regarding requests for ambulance for conveyance etc at MH cases. An MOU has been prepared by the force and is in the process of being signed off by relevant agencies.	Complete		An MOU detailing each agencies requirements to act have been signed and are held within the force Mental Health page.	Yes
		This will provide forces with evidence-based options for them to improve the efficiency of their systems and processes and to free up police time.	By 31 March 2015, all forces should begin monitoring how much officer and staff time has been freed up by the policies they have put in place to reduce bureaucracy, and establish how the force has used the extra time.	Yes		Julie Wilkins	Every project with identified benefits around freeing up officer or staff time has a benefits plan attached to it and measures include the monitoring of time freed. These projects include mobile data and virtual links.	Complete			Yes
		The force is unable to identify how many crimes are recorded directly onto the crime recording system, or how many of those crimes it attends subsequently.	Not later than 31 March 2015, all forces should establish and operate adequate processes for checking whether attendance data are accurate, including dip-sampling records.	Yes	Head of FCR		Lincolnshire Police/G4S report statistics concerning response times and deployment times. FCR Inspectors are taksed to dip-sample crime types to ensure the attendance is correct. This includes violent crime.	Complete			Yes
		A small sample of named suspect files, including those circulated as wanted on the police national computer, provided limited evidence that activity had been documented and properly supervised in a number of cases.	By 31 October 2014, all forces should ensure that effective monitoring procedures and systems are in place to enable police managers to track the progress being made with named suspects and ensure they are being pursued as quickly as possible.	Yes	C/Supt Morrison		There is an effective named suspect allocation of crime policy within the crime management bureau which is effective. In addition the crime investigation manual and work completed by Supt Davison review the supervision methods employed in being able to close a crime before sending a notification to CMB	complete			Yes
		"More is required by forces than simply articulating its ambitions and activity on crime prevention in planning documents."	Not later than 31 March 2015, all forces' planning documents should contain clear and specific provisions about the measures forces will take in relation to crime prevention, in accordance with the published national preventive policing strategy and framework and in discharge of chief constables' duties under section 8 of the Police Reform and Social Responsibility Act 2011 to have regard to the police and crime plans of their police and crime commissioners.	Yes	ACC Gibson		The new policing plan is in its design phase with the new PCC expected after the 7th of May 2016. The current policing plan covers the crime prevention strategy succinctly and will continue. The crime prevention strategy is in place.	complete			Yes
		best use of the technology and helping to provide greater efficiency and effectiveness through easier and faster access to force systems.	With immediate effect, all forces should ensure that all ICT systems which they acquire or upgrade should comply with the highest practicable standrads of interoperability	Yes		ACO	The force has a comprehensive ICT strategy and takes full cognisence of ICT dependencies. Niche is an excellent example of the force interoperability.	complete			Yes
		However, for other some other offences (many of which were not attended) we found little evidence of effective investigation or supervision.	Not later than 31 March 2015, all forces should ensure that all crime reports have investigation plans that are being properly updated and supervised, whether these are for crimes that have been attended or those being resolved by desk-based investigation.	Yes		C/Supt Davison	The crime investigation manual launched in April 2016 is the force's response to this. There are investigation templates available and Niche has assisted with this aspect. Work continues to ensure compliance with the guidance.	complete			Yes
		The case is strong for the further development of the Hub in relation to police ICT, particularly now that open standards for some aspects of police ICT have been published by the Home Office.	With immediate effect, all forces should review their ICT design and procurement arrangements and ensure that every appropriate opportunity for efficiency and economy in ICT design and procurement which is provided by centrally-provided or centrally-co-ordinated agencies is taken.	Yes		ACO	The forces procurement unit is provided via G4S and in all cases appropriate business cases and procurement roots are optimised. All business cases have to be approved by CDG or PCCs office.	complete			Yes
		In addition, HMIC found there was no agreed police service-wide definition of what constitutes a repeat victim of anti-social behaviour. Other issues in relation to the identification of repeat victims of other crimes and incidents were found during this inspection.	By 20 October 2014, the one force which has not already done so should adopt a sound force-level definition of a repeat victim of anti-social behaviour.	Yes	Supt Timmins		We have an agreed definition of : Repeat victimisation occurs when the same person or address is subjected to a third incident of ASB within a rolling 12 month period. This is consistent with national guidelines and partnership definitions.	complete			Yes
		In addition, HMIC found there was no agreed police service-wide definition of what constitutes a repeat victim of anti-social behaviour. Other issues in relation to the identification of repeat victims of other crimes and incidents were found during this inspection.	By 31 March 2015, all forces should ensure that their records clearly establish whether victims of crime and anti-social behaviour fall within the applicable definition of 'repeat victim', and that appropriate steps are taken to ensure that when repeat victims call the police, the force's call-handlers have the means to establish immediately that the caller is a repeat victim.	Yes	FCR Inspector		The CRM call management system is live and automatically tells the call taker whether the caller is a repeat victim based upon previous contact concerning checks on name, location, address and telephone number. Under the THRIVE process call takers will also ask the questions concerning repeat victimisation under the 'vulnerability' element and this forms part of the assessment of response.	Complete			Yes

		HMIC examined the arrangements for the Integrated Offender Management scheme, which are in place to manage those offenders likely to cause most harm to the communities. These were found not to be as effective as they could be as the force maintains that it has not got sufficient resources to support the programme as effectively as it would wish to.	By 31 December 2014, those forces with ineffective Integrated Offender Management arrangements should conduct reviews of their shortcomings to establish the improvements which should be made. In each case, not later than 1 April 2015 the force should have drawn up an adequate improvement plan and made substantial progress in its implementation.	Yes		C/Supt Davison	The force has reviewed its approach to IOM, which was ongoing at the time of HMIC inspection, and redesigned its approach to managing offenders, aligned more closely to the 'complex families' and 'YOS' approach. A comprehensive plan is in place with clear leadership and governance. The fundamental changes are: 1. The cohort will focus on offenders who pose most risk, threat or harm; those that create most demand for resources and all participants will have a clear exit plan (9 month duration). The cohort will NOT focus on crime type; 2. the new IOM service will work to ensure that the interdependencies in respect of complex social care issues are also recognised within offending behaviour and treating the cause. Therefore a clear link with MARAC, DA programmes, substance misuse programmes, complex families, adult services, safeguarding and mental health will be key in achieving long term sustainable success; 3. work will continue to ensure we maintain a co-located team based in a neautral environment with a view to resisting the adoption of one organisationsculture, we are keen for IOM to develop it's own culture (systems, processes and style of leadership - ensuring a creative and innovative approach to tackling this complex issue); 4. our performance measures will recognise and understand; INVESTMENT - leadership, training, funding, resource etc; ACTIVITY - what we do, to allow us to draw a correlation between activity and outcome; OUTPUT - measuring what we achieve as a result of our activity; ie completion or attendance on different programmes, desistance from substance abuse, attending at training or work, stable housing achieved, OUTCOME - a reduction in offending and reoffending, including a measure of reduction in frequency, and IMPACT - using qualitative data to capture the impact of IOM on community, families and public sector services.	Complete		The ARC program has been launched (January 2017), and is now in a co-located premises in Lincoln (Myle Cross). Based on a cohort of the top 2% of offenders by proflifacy against all crime types (154 offenders committing 8+ offences per year) the team is comprised of Police, NPS, CRC, YOS, LPFT with access to addiction, accommodation providers and other pathways providers. Early results on first two cohort intakes show that there has been a 74% reduction in offending over the first 90 days for those offenders, and an 87% reduction in harm as measured by a CH measurement. Further work is expanding upon DA perpetrator work and strengthening links to accommodation providers. Team is launched and assessed as working well under 2016 HMIC efficiency review.	**Complete.** New IOM system (ARC) has been launched and has been reviewed considerable investment from police and partners. Subject to ongoing development but recommendation complete.
		While forces need to know what resources are required to provide services locally, also they are required to have a certain number of specialist officers and staff available to fulfil national policing commitments.	All forces should work with the College of Policing to support its work to establish a full and sound understanding of the demand which the police service faces. Forces should understand what proportion of demand is generated internally and externally, and the amounts of time taken in the performance of different tasks. All forces should be in a position to respond to this work by 31 December 2015.	Yes		Julie Wilkins	Work commissioned to assess external demand in winter 2014/15 (Process Evolution), policing model project assessed current and potential future demand in emerging threat areas to design resource models, working with partners to understand and address partnership demand (mental health, EMAS), head of SDD member of national finance and resources silver group and provided information regardinf FRRED (Forcasting resource requirements against expected demand) as part of the submission to inform government regarding spending review. work to do regarding internal demand.	Complete			**Complete.** Policing Model requirement completed. Priority based budgeting exercise finalised to compliment other demand assessment methodology which will lead to further resource redeployment to address local, regional and national demand.
		HMIC therefore considers that current practice on using a problem-solving approach demonstrates a missed opportunity for effective neighbourhood preventive policing by the majority of forces. The College of Policing could support forces in this regard, through the identification, collation and dissemination of good practice of problem-solving cases.	By 31 March 2015, all forces should ensure they are using their databases to track the progress and evaluate the success of actions taken in relation to each neighbourhood problem-solving case recorded on the database.	Yes		Supt Timmins	Lincolnshire police has a problem-solving datebase and work continues to improves its consistent use. As a part of the neighbourhood policing strategy work Supt Timmins is doing, there will be requirement to review and update the current database. There is also sentinel, a cross partnership ASB case management system where problem solving plans are located and shared.	Complete	Low	ASB Case management – we still use Sentinel in the partnership but it has many failings. The ASB SMB and CSP have just agreed to start work on finding a replacement system that can also link to other areas of business such as licensing, IOM, CSE etc. The time lines for this will be around 12 months. The governance remains with the ASB SMB.	**Yes**
		The way in which forces approach opportunities to reduce bureaucracy could, and should, be more structured – in particular, how forces assess the merits of projects and measure the time saved. The use of individual bureaucracy reduction plans for each force would be helpful in this regard.	All forces should work with the College of Policing to progress the work it has taken over from the Reducing Bureaucracy Programme Board to establish opportunities where savings can be made. All forces should be in a position to respond to this work by 31 December 2015.	Yes	ACC Gibson	Julie Wilkins	The force has focused heavily on reducing bureaucracy as a natural consequence of a need to be more efficient. In relation to the specific areas identified in the 2010 report, the force has undertaken a considerable amount of work to improve efficiency. In relation to Risk, an example is the thorough embedding of the National Decision Making model (including in promotion processes). In relation to Governance, Accountability and Performance the force has clear lines of governance and accountability and regularly reviews how these operate to ensure they continue to focus on what matters. Local managers are empowered to develop their own performance measures and governance to suit local demand and needs. In relation to Continuous Improvement, we have reconfigured our resources to have a focus on this area, bringing together our programme resources with our research and review resources. We have also streamlined processes across the force, with regional implementation of Niche being an enabler of this. We have also introduced an Evidence Based Policing Board to identify and communicate learning and good practice. The development of the East Midlands Criminal Justice Service has instigated changes that support the Criminal Justice System recommendations, including the implementation of Video Links.	Complete		The force has progresses very significantly since this report was published (2010), through collaboration (both regional and with commercial partner), introduction of new processes, force restructure and a focus on what works. This focus is now embedded in business as usual and therefore it is believed that the AFI can be closed.	Yes
Stop and Search	National		Chief Constables and the College of Policing should establish in the stop and search Authorised Professional Practice document a clear specification of what constitutes the effective and fair exercise of stop and search powers, and guidance in that respect. This should be consistant with the code of practise.				Following consultation with the Police and Public Encounters Board a definition and short guidance has been drafted. This has been approved by the NPCC lead for stop and search and the Chief Executive of the College of Policing.				Yes
Stop and Search	National		Chief Constables should establish or improve monitoring of the way officers stop and search people, so that they can be satisfied their officers are acting in accordance with the law (including equality legislation and the code of practice), and that the power is used effectively to prevent crime, catch criminals and maintain public trust. This monitoring should, in particular, enable police leaders to ensure officers have the reasonable grounds (and, where applicable, authorising officers have the reasonable belief) required by law to justify each stop and search encounter.				Stop and search governance board held quarterly, chaired by ACC Davies, this includes examination of stop and search data. Reports highlight the links between various crime types and the use of stop and search. Audit process in place to monitor the use of stop search and feedback provided to officers.				Yes
Stop and Search	National		Chief Constables should ensure that officers carrying out stop and search encounters are supervised so that they can be confident that the law is being complied with and that the power is being used fairly and effectively. Particular attention should be given to compliance with the code of practice and equality legislation.				Stop and search forms are submitted through the officer's supervisor who is responsible for checking the quality. These forms are subject to further scrutiny via a dip sampling process by two independent Inspectors. Feedback / training needs are assessed via this and appropriate action taken.				Yes
Stop and Search	National		The College of Policing should work with Chief Constables to design national training requirements to improve officers' understanding of the legal basis for their use of stop and search powers; skills in establishing and recording the necessary reasonable grounds for suspicion; knowledge of how best to use the powers to prevent and detect crime; and understanding of the impact that stop and search encounters can have on community confidence and trust in the police. Specific training should also be tailored to the supervisors and leaders of those carrying out stops and searches.	No			for college of policing to respond				Yes
Stop and Search	National		Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.				Linked to above – actions completed to date regarding training include NCALT package on stop search for all officers, Sgts and Inspectors development courses. Stop and search is incorporated in the curriculum for student officer training. Also included as part of personal safety training. Changes to Code A have been published on the Force intranet. All police officers received a personal e-mail detailing the changes to the reasonable grounds section of the code and officers may be subject to disciplinary proceedings if they misuse their powers under stop and search. Learning is tested via the application of stop search and the subsequent monitoring, audits and dip sampling. Marketing tools provided by the PPEB to be utilised. Evaluation of the NCALT training package to be undertaken by L&D.				Yes
Stop and Search	National		Chief Constables should ensure that relevant intelligence gleaned from stop and search encounters is gathered, promptly placed on their force intelligence systems, and analysed to assist the broader crime fighting effort.				At present officers submit relevant intelligence emanating from stop-searches through the Niche intelligence system. This procedure is the same process for all other routine intelligence submissions. Stop- search intelligence capture informs the morning Divisional Intelligence Unit (DIU) briefing document which allows the focused deployment of resources through the Daily Management Meeting (DMM) as well as the monthly Tactical Assessment Review Meeting (TARM) where district targets are identified. The Force Intelligence Bureau (FIB) acknowledges that there are resilience issues in working through all intelligence submissions including those relating to stop searches before they are released to divisional DIUs but steps are in place to address this. Anecdotally however, at morning DMMs suspicious stop-searches are being discussed based on timely intelligence submissions from the previous night. Stop search submissions were recently process mapped as part of the Force Mobile Data programme. When the programme goes live it will enable officers to submit an electronic stop search form which will generate either a crime or non-crime Niche occurrence connected to the individual nominal. This will improve the current position where the force is unable to review stop-searches as a separate category on Niche and provide an improved tool to address repeat stop-searches.				Yes
Stop and Search	National		Chief Constables should, in consultation with elected local policing bodies, ensure that they comply with the code of practice by explaining to the public the way stop and search powers are used in their areas and by making arrangements for stop and search records to be scrutinised by community representatives. This should be done in a way that involves those people who are stopped and searched, for example, young people.				IAG – representation and presentation regarding stop and search. Presentations made to community groups (Eastern European) and no adverse feedback received. Article regarding stop and search published in Polish, Latvian and Lithuanian newspaper. Stop and search has also been discussed on local radio. Public survey completed asking the public what they know and think about police use of stop and search powers. / if these powers are being used fairly and effectively to fight crime and in a way that gives people confidence in policing.				Yes
Stop and Search	National		Chief Constables should ensure that those people who are dissatisfied with the way they are treated during stop and search encounters can report this to the force and have their views considered and, if they wish, make a formal complaint quickly and easily. This should include gathering information about dissatisfaction reported to other agencies.				The Force internet has a specific section regarding stop and search which allows the public to feedback any issues. Any completed feedback is e-mailed directly to Supt Staniland. PSD actively measure stop and search complaints. This forms part of the governance board and allows for the identification of emerging trends or issues in relation to this police activity. Marketing tools (stop search Z card and posters for external audience) to be utilised. The All-Party Parliamentary Group for Children (APPGC) states that forces should enable children and young people to provide feedback on their interaction or advise how to make a complaint if they feel they have been treated badly or unfairly. See Recommendation 14 in APPGC section				Yes
Stop and Search	National		Chief Constables should introduce a nationally agreed form (paper or electronic) for the recording of stop and search encounters, in accordance with the code of practice.				Note: HMIC accept that as long as forces' systems can provide information that meets the minimum recording requirements for stop and search, then this will satisfy this recommendation. The NPCC lead for stop and search has developed the minimum recording requirements for stop and search and forces are requested to provide an update/assessment of progress against these requirements. The roll out of mobile data will address this. The current form used by officers does capture the majority of the data required to meet the minimum recording requirements, however not all of this data is currently transferred into the Force system.				Yes
of Vulnerable People in Custody	General		A national group, with a set timeframe, chaired by the Home Office, should oversee implementation of these recommendations. One of the first tasks of this group should be to ensure implementation timescales are attached to these recommendations.		**Regional**	Home Office			Not owned by CJ but will need to facilitate	July 15 - HO to set up group first meeting anticipated for July 15	Yes
	General		To improve transparency and public accountability, assessment of need and planning of services, and to enable better management of custody practice, we recommend that police forces collect and publish data on police detention. The Home Office should work with forces to pilot a data collection series before including this as part of the mandatory Annual Data Return. This should ensure that it balances the competing demands of transparency and accountability against bureaucracy and burdens, particularly in times of shrinking resources. At a minimum the data should include (collated by gender, race and ethnicity and age): levels of stop and search, arrest and detention; use of police custody as a place of safety under section 136 of the Mental Health Act 1983; use of police custody as a place of safety under the Children Act 1989; levels of strip-searching, use of force and other control measures (with information on the means used – see also recommendation 7); numbers of children who are detained in police custody and for how long; numbers of requests for children to be transferred to local authority accommodation under PACE; and numbers of children actually transferred to local authority accommodation.		**Regional**	Business Support			Medium	July 15 - Data captured so far is present in EMCJS scorecard e.g. transfer to local authority data/requests and actuals Jan 16 working with HO to establish data set nationally - next meeting 1.2.16 Update 31.3.16 EMCJS scorecard for 2016/17 to include strip search data and more detail on children, also data on detainees to breakdown in terms of age, gender, race etc. First issue in May for April 16 data	Yes
	General		Regular reports on custody, including the data above, should be provided routinely by forces for consideration by the police and crime commissioner and be published on PCC's websites, to demonstrate to the public that the police are delivering services to communities on a fair and transparent basis.		**Regional**	Head of EMCJS/OPCC			Medium	Update 31.3.16 Contact made with PCC offices. Conversation now delayed until post election then single data set to be produced for all PCC websites.	Yes
	General		Relevant national policing leads building on recent work of the College of Policing on how demands on police forces are changing should take the lead in □ time spent by officers in responding to, or managing incidents involving people in need of specialist mental health care, both inside and outside the custody □ time spent safeguarding children in custody who have been referred to, but refused local authority accommodation.designing an audit process for use within each force, to quantify, with associated costs incurred: This information should be used to inform local Joint Strategic Needs Assessments, assess how far resources are allocated effectively to operational demand, and determine the potential benefits of a more integrated approach to delivery of the services, including joint commissioning of services.		**Regional**	CIBA/Custody Portfolio			Medium	Watching brief Update 31.3.16 though custody need to play a part in this it is felt this should be lead corporately by each force not by EMCJS - issue is therefore referred to forces via this update	Yes
	General		The College of Policing should develop standards across the police service for the assessment of vulnerability in custody, as a basis for risk assessment, according to the vulnerability identified.		**Regional**	CoP	**Not owned by police forces, and so not monitored by HMIC.**		Not owned by CJ but will need to facilitate	Watching Brief	Yes

Welfare	General		The College of Policing should review its guidance to the police service on the use of force in relation to vulnerable people to reflect and align it with: evidence across different sectors on best practice on the de-escalation of incidents; the provisions of the Mental Capacity Act 2005, and related guidance, on the use of restraint for people who lack capacity to make decisions required in their own best interests; and guidance across different sectors produced by the Independent Advisory Panel on Deaths in Custody on common principles for safer restraint.		Regional	CoP			Not owned by CJ but will need to facilitate	Watching brief Update 31.3.16 EMCJS aware a Use of force conference has been held at Ryton recently and seeking feedback from that conference to inform where this work is.	Yes
	General		The police service, with the support and guidance of the College of Policing and the appropriate national policing leads, must establish a definition and a monitoring framework on the use of force by police officers and staff, linked to forces' risk registers. At a minimum this should ensure that: more frontline officers and staff are trained in de-escalation skills; there is a common understanding, informed by College of Policing Authorised Professional Practice on definitions of restraint and thresholds for the purposes of record-keeping; the use of force in custody is recorded on CCTV and/or body worn cameras, and the recordings are monitored by senior managers, and made available to National Preventative Mechanism visiting bodies as required; and data collected on the use of force is monitored routinely, examined for trends, reported to police and crime commissioners and published on force websites to promote transparency and accountability to community groups and the wider population.		Regional	COP/CJBA CUSTODY FORTFOLIO			Not owned by CJ but will need to facilitate	July 15 - Forces well need to adopt this once developed. Jan16 - National Conference in March for Use of force - awaiting update from HSAW leads. Update 31.3.16 Awaiting feedback from this conference. Data collection regionally is on going and being reviewed in the Strategic Custody Group quarterly. As Niche develops it is hoped use of force may become simple to report and therefore feature in the monthly scorecard.	Yes
	General		The College of Policing, in collaboration with relevant health and social care partners, should promote a joint, multi-agency approach to training for frontline staff, including those working in custody, on practical ways to support diversion from custody, vulnerability assessment and risk management. At a minimum, this should address: a shared understanding of vulnerability, its identification and warning signs; statutory roles and responsibilities, particularly as this is relevant to diversion from police custody; the health and social care needs of vulnerable people in police detention, and associated requirements to be able to communicate well with them; and proposals on the practicable implementation and governance of provision, oversight and evaluation of training at a local level.		Regional	CoP			Not owned by CJ but will need to facilitate	Watching brief	Yes
Charging Decision		Furthermore unless the alleged offence involved an allegation of rape or other serious sexual offence it was unlikely that there would be a continuity of prosecutor if the case proceeded to the charging stage.	CPS Areas, in consultation with their aligned police forces, set out clearly the arrangements for the provision of early investigative advice		Regional	CPS/EMCJS	Not owed by police forces, and so not monitored by HMIC.		Low	Update 31.3.16 Early conversiations have commenced with CPS over EIA	Yes
		Whilst the range of cases the police can charge has been extended since the introduction of the statutory charging scheme, police officers we spoke to considered that there is scope to return more. The example that was most commonly raised was summary only21 rectally aggravated cases where there was an anticipated guilty plea.	The criminal justice business area committee of the National Police Chiefs' Council and the CPS review the Director's Guidance on Charging to assess whether the range of offences the police can charge needs to be amended		Regional	NPCC/CPS			Low		Yes
		We consider that police decision-making across forces should be recorded consistently. This cannot be achieved by using different police crime recording systems. The MG3 is a national document and one with which the police are already familiar.	The rationale for police decisions to take no further action or proceed by way of an out of court disposal be recorded with the following information: • the decision-maker's application of the full Code for Crown Prosecutors test; and • in relevant cases, consideration of the gravity matrix.and, that wherever possible, that record is included on the MG3 form		Regional	EMCJS/CPS			High	Mentioned at PTPM in Oct - board thought use of MG3 was bureacractic and irrelevant in a lot of cases. Considered we would take no further action. Update 31.3.16 Insp or other leads in forces need to look at the response in regard to OoCD.	Yes
	Improvement Joint Inspection of the provision of charging decisions	In order for there to be timely high quality decision-making (whether or not this also involves a file building supervisory role) it is essential that forces have in place sufficient accredited resources. Whilst enabling all supervisors to be decision-makers had the potential to increase the resource available for that function, we consider that a smaller pool of dedicated resource would improve the quality and consistency of decision-making. This would mitigate the risks we have identified where all supervisors are required to undertake the role. It is a specialist skill, and staff need not only to be trained thoroughly but also need to apply their knowledge regularly.	Police forces ensure that there are sufficient trained decision-makers available to ensure that timely high quality decisions are made in accordance with the Code for Crown Prosecutors and the Director's Guidance on Charging	Yes	Regional	Heads of custody/L&D			Low		Yes
		CPSD operates a call back system, but this was only considered beneficial by those investigators and decision-makers who were office based. We were told consistently that the system did not allow for call back contact to be made to the officer's mobile phone.	CPS Direct, in conjunction with the criminal justice business area committee of the National Police Chiefs' Council, ensures that the functionality of using the call back system to police officers' secure mobile phones is clarified		Regional	CPSD/NPCC			Not owned by CJ but will need to facilitate	No action - noted	Yes
	Improvement Joint Inspection of the provision of charging decisions	The high proportion of suspects bailed against whom it was decided there was insufficient evidence to prosecute, or that a prosecution was not in the public interest, is of concern. In 8.1% of the cases submitted to CPSD the decisions should have been taken by the police in accordance with DDS, which would have reduced the need for pre-charge bail.	All police forces have effective processes for the supervision and management of pre-charge bail in accordance with Authorised Professional Practice	Yes	Regional	Head of custody - south			Low	Dec 15 -Various approached throughout region, bail being monitored by EMCJS monthly Update 31.3.16 Head of custody south tasked with pulling together a regional approach	Yes
		The change is therefore appropriate although there needs to be clarity as to how a prosecutor is assessed as suitably experienced.	The CPS reviews the Director's Guidance on Charging Fifth Edition and its domestic abuse guidelines to ensure consistency between these documents		Regional	CPS			Not owned by CJ but will need to facilitate	No action - noted	Yes
		In the light of our findings we have concluded that there is a need for a revised national training package for supervisors and decision-makers (whether or not those roles are combined). We are also firmly of the view that this package should be delivered locally.	The College of Policing, in conjunction with the CPS, produces a set of national learning standards, for local delivery, which as a minimum includes: • the operation of the Director's Guidance on Charging; • the Code for Crown Prosecutors; and • the content of Charging Reports and the National File Standard The College of Policing, in conjunction with the CPS, produces a set of national learning standards, for local delivery, which as a minimum includes: • the operation of the Director's Guidance on Charging; • the Code for Crown Prosecutors; and • the content of Charging Reports and the National File Standard		Regional	CoP/CPS			High	Oct-15 NCALT package launched on 29th Sept	Yes
		These errors can then have a knock on effect on the accuracy of the comparative successful outcome rates between police and CPS charged cases, and other performance data.	CPS Area managers ensure all appropriate administrative staff are trained effectively to ensure CPS Direct records of charging decisions are uploaded correctly onto the CPS case management system		Regional	CPS			Not owned by CJ but will need to facilitate	watching brief	Yes
		We recognise that liaison managers from CPSD do not have the resource to attend every local PTPM meeting, but they have a key role in supporting local performance improvement. CPSD is working with local Areas to ensure the most effective arrangements are in place. Some of the performance data we have suggested should be included is already routinely generated by CPSD and is the basis for developing a dialogue on performance issues.	The criminal justice business area committee of the National Police Chiefs' Council and the CPS review the performance data and as part of the prosecution team performance management process to ensure they capture essential charging information		Regional	ACC Knighton/CPS			Not owned by CJ but will need to facilitate	watching brief	Yes
			Police forces should make effective screening tools available in all custody suites, to assist custody staff in identifying detainees with learning disabilities.	Yes	DCC Knighton	C/Insp Baker			High	As part of vulnerability strategy EMCJS are scoping a new screening tool to be built into the Custody System this will include the identifying of Learning disabilities. • We have produced a personal issue mental health guide book, which operationalises the difficult fields of mental health, including young people with mental health difficulties, explaining processes, points of contact and advice in plain English. It is available in both paper (booklet) and e-booklet (via mobile device) format. We have also undertaken a schedule of training in mental health and autism for all frontline sergeants and custody sergeants in conjunction with Autism Care UK.	Yes
			Police forces and the Crown Prosecution Service should ensure that Police decision-makers and Crown Prosecution Service lawyers are provided with information about learning disability when making decisions about charging and prosecution.	Yes	DCC Knighton	C/Insp Baker			Medium	All Custody Sergeants are trained to highlight Learning Disabilities on the record and to pass this information to the CIIC for inclusion on the file.	Yes
			Police forces and the Crown Prosecution Service should ensure that a defendant's learning disability is considered fully when making decisions on charging and prosecution.	Yes	DCC Knighton	C/Insp Baker			Medium	All Custody Sergeants are trained to highlight Learning Disabilities and consider these when making charging decisions or out of court disposals, the decision makers were also briefed on this requirements.	Yes
			Police forces should ensure that the rights and interests of people with learning disabilities in police custody are safeguarded through the provision of good quality Appropriate Adult schemes that are available both during and outside normal working hours.	Yes	DCC Knighton	C/Insp Baker			High	Superseded by the HMIC inspection of Lincolnshire custody - Appropriate adults Services are provided by Social services and include out of hours provision.	Yes
			Police forces should ensure that, at the design stage, new and refurbished custody suites consider screened booking-in areas where potentially vulnerable detainees can be interviewed in privacy so that an assessment of a detainee's learning disability is more likely	Yes	DCC Knighton	C/Insp Baker			High	Superseded by the HMIC inspection of Lincolnshire custody - No new Custody Suites have been built but this will be included in any future work.	Yes
			Police forces should ensure that custody staff are sufficiently aware of a range of learning disabilities and the requirements of the Codes of Practice so that detainees with learning disabilities are treated as 'vulnerable persons'.	Yes	DCC Knighton	C/Insp Baker			High	Superseded by the HMIC inspection of Lincolnshire custody - All Custody Sergeants are trained to highlight vulnerability and this is audited. The East Midlands Criminal Justice Service has written and is implementing a vulnerability strategy to further continue this work.	Yes
IOM	Community Safety Partnerships		ensure that all relevant partners are involved in the delivery of Integrated Offender Management, as a major contribution to local crime reduction	No			All recommendations apply to partner agencies/groups and will be progressed there				Yes
	Community Safety Partnerships		identify a single lead officer of sufficient status to contribute to the strategic planning of Integrated Offender Management in each area.	No							Yes
	Community Safety Partnerships		ensure that all staff receive sufficient training to enable them to fulfil their duties	No							Yes
	Integrated Offender Management Partnerships		ensure that intelligence is shared effectively by all partners, to reduce crime and reoffending	No							Yes
	Integrated Offender Management Partnerships		ensure that police and probation staff are deployed to best effect, in accordance with their respective skills and role profiles.	No							Yes
	Chief Constables		promote the benefits of Integrated Offender Management to all officers and staff in their force area, particularly those working at the front line		ACC Gibson	Supt Davison			High	Work on ARC (Assisting Rehabilitation through Collaboration) has been completed; a completely refreshed IOM scheme. Formal Launch due in October 2016	Yes
	Chief Constables		ensure that there are processes in place which ensure that intelligence is passed between Integrated Offender Management units and front line police officers and staff, and vice versa.		ACC Gibson	Supt Davison			High	Contained within ARC SOP	Yes
		Inspectors had intended to examine policy and strategy documents completed contemporaneously by SIOs in specific cases, but in most selected for examination on-site these documents had been detached from the evidential material itself, so that they were not readily available for viewing. Detaching these documents from prosecution files creates the risk that the prosecutor may not be aware of the existence of relevant unused material if charges are brought. This in turn could lead to the correct application of the prosecution's duty of disclosure of unused material being frustrated.	Police disclosure officers must ensure that all disclosure schedules prepared include policy and strategy logs	Yes	CC Rhodes	C/Insp Vickers			High	SCIU staff have been briefed to ensure proper disclosure is made	Yes

Fatal RTCs		With the exception of the MPS the forces we visited did not provide continuous cover and had an on-call system out of core hours. In one force FCIs were on duty between 0700hrs and midnight, with no on-call system in place to provide overnight cover. The force had to rely on the good well of staff to make themselves available. Staff in that force told us, however, that there had been recent occasions when no FCIs were readily available which delayed their attendance at the scene, creating the risk of evidence being lost and subsequently delaying the re-opening of the road.	Police forces should ensure that the most effective and appropriate resources are deployed to the scene of collisions which involve or may involve a fatality by arranging that: • officers dispatched to the scene have the necessary training and equipment to perform the role effectively; and • specialist resources required are readily available to the senior investigating officers at the scene	Yes	CC Rhodes	C/Insp Vickers			High	EMOpSS four force collaboration went live in May 2015, this was a specific consideration when designing the Operational Units with Roads Policing responsibilities – Our Armed Response (RAPT) now have Roads Policing as their primary role. Also when aligning equipment, this was a prime consideration.	Yes
		One officer with whom we spoke had been working with a number of bereaved families at the same time, but was still expected to meet the same performance targets as colleagues who were not FLOs. The lack of commitment to working practices that support this important aspect of victim care is a significant concern and one that requires urgent attention.	Police forces should ensure that police officers performing the role of family liaison officer have adequate time to perform their role effectively	Yes	CC Rhodes	C/Insp Vickers			High	EMOpSS has allowed Lincs to use resources from the other three forces when necessary – the prime motivation for the collaboration being resilience.	Yes
		In other areas there were no mandatory referrals for any grades or roles with officers having to self-refer if they felt it necessary. An annual mandatory referral is undoubtedly more resource intensive, but self-referral carries risks that individuals will not recognise when they need help or will not self-refer for fear of reassignment to other duties, or of being seen as unable to cope.	Police forces should ensure that family liaison officers involved in road death investigations have regular mandatory checks by occupational health departments	Yes	CC Rhodes	C/Insp Vickers			High	Having been reviewed, the decision has been made to implement mandatory checks for all FLOs and others involved in road death investigations.	Yes
Child Protection	Online and on the edge		We recommend that, within six months, forces ensure relevant officers have access to social media applications to facilitate initial enquiries about a child's online activity as a means of supporting and prioritising the early stages of investigations.	Yes	DCC Knighton	Supt Mayo		Dec-15	medium	We have established an intelligence officer post in ICAT who will have access to open source material. We also have agreement for 2 CII posts within the new grooming unit; we are currently awaiting national guiance arouth th ekeel of intervention they will be able to undertake. District Intelliorence Officers also have oaen source access	
	Online and on the edge		We recommend that, within three months, forces ensure that decisions to use out of court disposals in relation to online child sexual exploitation are systematically scrutinised with a view to improving practice and minimising the opportunities for the inappropriate administration of alternatives to criminal proceedings at court.	Yes	DCC Knighton	Supt Mayo		Sep-15	medium	Out of court scrutiny panel already in existence- to incorporate online CSE moving forwards. Any out of court disposal must be agreed with a supervisor. There is also a policy in Force in relation to 'sexting' between children.	
	Online and on the edge		We recommend, that within six months, forces review their approach to online child sexual exploitation with a view to: ensuring problem profiles use an evidence-based methodology to establish the nature and scale of offending; making better use of research to improve understanding of risks to, and to identify desirable outcomes for children.	Yes	DCC Knighton	Supt Mayo		Dec-15	Multi agency problem profile identified that online CSE was the bigas threat in Lincolnshire; this lead to the creation of the grooming unit.This unit will also feed into the SAFE team. The grooming DI also chairs the LSCB CSE sub group, wihch focuses on improving outcomes for childrun.	High	Yes
	Online and on the edge		We recommend, that within six months, forces review their methods for allocating online child sexual exploitation investigations, taking account of the seriousness and complexity of each case, and the skills and the experience of the investigating staff.	Yes	DCC Knighton	Supt Mayo		Dec-15	All online CSE investigations will be conducted by the grooming unit and CSE team. All members of the team are DC's or working towards PIP level 2.	High	Yes
	Online and on the edge		We recommend, that within 12 months, forces, working with the national policing lead, consider ways to ensure that a good practice regime is introduced, supervised and monitored in forces so that children are protected.	Yes	DCC Knighton	Supt Mayo		Jun-16	Protecting the Vulnerable is a policing priority for Lincolnshire Police and the Force works closely with partners to safeguard children.	High	Yes
	Online and on the edge		We recommend, that within six months, forces consider and implement ways to improve communications with children by making better use of social media channels, so that children are better able to protect themselves online.	Yes	DCC Knighton	Supt Mayo		Dec-15	Lincolnshire Police work closely with the LSCB to support their safe online campaigns.The SAFE team also offer advice in this area for those at risk of CSE	High	Yes
	Online and on the edge		We recommend, that within six months, forces review existing processes for categorising risk in order to ensure that risks to children are being assessed effectively and appropriate measures taken to prevent and reduce offending.	Yes	DCC Knighton	Supt Mayo		Dec-15	KIRAT risk assessment tool is utilised in relation to all IIOC offences, and the FIIP tool is utilised to risk assess peer to peer offenders. Strategy discussions are managed within the CRU to esnure that risk assessments are conducted with partners utilising all available information. Sexting policy also in existence re child offenders.	High	Yes
	Online and on the edge		We recommend that, within nine months, forces review the management of online child exploitation investigations with a view to identifying wider safeguarding opportunities, and implementing any changes of practice that are necessary.	Yes	DCC Knighton	Supt Mayo		Mar-16	This has been done. Establishment of a grooming unit, who will investiagte the majority of online CSE offences. They work alongside the CSE and SAFE team to ensure safeguarding links are made.	High	Yes
	Online and on the edge		We recommend that, within nine months, forces review the management and supervision of online child sexual exploitation investigations to ensure that time delays are reduced and that safeguarding measures are identified, prioritised and dealt with in a timely fashion, and in the best interests of the child.	Yes	DCC Knighton	Supt Mayo		Mar-16	As above	High	Yes
	Online and on the edge		We recommend that, within three months, forces review tenure policies and succession planning in order to maintain and improve staff well-being.	Yes	DCC Knighton	Supt Mayo		Sep-15	No tenure policy currently exists and staff who work in such roles have annual mandatory counselling sessions. The Force has also recently established a wellbeing board, which is looking at staff wellbeing across the Force.	High	Yes
	Online and on the edge		We recommend that, within six months, chief constables ensure that those staff involved in online child sexual exploitation investigations have a positive working environment and are properly supported through effective supervisory support and welfare management.	Yes	DCC Knighton	Supt Mayo		Dec-15	Already in place via OHU mandatory counselling and regular meetings with their supervisors.	High	Yes
	Online and on the edge		We recommend that, within nine months, forces ensure that those who are involved in, and supervise, online child sexual exploitation investigations are able to access relevant information as and when required, maximising the use of current and planned IT systems.	Yes	DCC Knighton	Supt Mayo		Mar-16	Effective use of the Niche system to flag children who are at risk of CSE is already in place. Multi agcency SAFE team meetings provide a forum to share information with partners in order to inform risk, and we have also recently established MACE (multi agency child exploitation conference) which aims to safeguard victims and manage perpetrators.	High	Yes
Information Management	Thematic: National		By 30 November 2015, chief constables should ensure that a review is undertaken of the way in which their forces' information management policies and practice comply with the APP on information management so that they give effect to the national approach and minimise any divergence from that APP.			Sally Wood		Nov-15		This is completed by the IMU on each yearly review of our policies and procedures. This also formed part of the HMIC inspection in Lincolnshire and our compliance has been confirmed by them in their Lincolnshire Report.	Yes
	Thematic: National		By 30 November 2015, chief constables should carry out systematic audits in their forces to identify the extent to which locally-adopted practices and procedures conform to the APP on information management.			Sally Wood		Nov-15		As we were one of the forces that was individually inspected by the HMIC this was completed as part of their review. They identified areas which form part of an action plan managed by the IMU and overseen by the Information Management Board chaired by the force SIRO.	Yes
	Thematic: National		By November 2015, chief constables should ensure that adequate local information management processes are in place to consider all available information in an efficient and systematic way so that the continuing levels of risk that individuals pose to communities are properly assessed and, where necessary, information is recategorised and linked.			Sally Wood		Nov-15		Our compliance in this area was confirmed by the HMIC inspection into Lincolnshire, with this related to our ability to link information in one system (GENIE) using our Data Quality system Clearcore.	Yes
	Thematic: National		By November 2015, chief constables should ensure that their local information management processes adequately identify and prioritise the records of those who pose the greatest risk, in order that they are properly monitored, and appropriate, timely action is taken.			Sally Wood		Nov-15		Separate action plan specifically for this recommendation has been provided to the Director of Intelligence – D /Supt Guy Collings	Yes
	Thematic: National		By 30 November 2015, chief constables should put in place arrangements to scrutinise audits of compliance with the APP on information management through 12 the force information management governance structure. This should include measures to ensure that categorisation of records are regularly adjusted.			Sally Wood		Nov-15		This is covered by both our internal audit processes, alongside our extensive RRD policy and ongoing governance of these issues at the Information Management Board chaired by the force SIRO.	Yes
	Thematic: National		Immediately, chief constables should make sure that their force information records are reviewed at the end of the review period set for each information grouping, and records created when decisions are made to retain information beyond the applicable period of retention.			Sally Wood		Jul-15		This is covered by our extensive and nationally recognised RRD policy and procedures, evidenced in the HMIC inspection report for Lincolnshire.	Yes

Girls in the CJS	Police Forces		ensure that early intervention schemes, commissioned, provided or used by the police, take account of the needs and interests of girls.		DCC Knighton	Force wide	Partnership working, CSE processes, young persons in custody & out of court disposal work all to be reviewed to ensure the needs of girls are addressed appropriately.		High	In the 18 months since this recommendation was made many processes and requirements in force have moved on significantly. The varying needs of different individuals have been adressed throughout.	Yes
Best Use of Time: Give Policing		The progress being made by some forces and the apparent benefits indicated suggest that there are significant opportunities for forces to free up police time by making effective use of mobile technology.	By 31 March 2015, the police service should establish sound arrangements for its co-operation with the Association of Police and Crime Commissioners, the College of Policing and (to the extent necessary) the Home Office to establish a national police information strategy which facilitates the most efficient and economical steps to ensure the greatest practicable accessibility of information (including its transmission and receipt) by police officers and others in or concerned with the criminal justice system.	Yes	DCC & MDT project		As below	ongoing			Yes
		The use of mobile devices, (such as tablets and mobile phones) to enable officers to access force systems while on patrol is currently limited although at the time of inspection three trials were on going to test the effectiveness of different mobile devices.	By 1 September 2015, all forces should have in place, and thereafter implement to the greatest extent reasonably practicable, a sufficient and costed plan to progress the development of mobile technology which prioritises the requirements of frontline officers and staff, and to achieve the objectives of the National Policing Vision 2016.	Yes	DCC & MDT project		Mobile data is being rolled out to all front line officers and is due for full roll out by July 2016	ongoing			Devices now issued to all frontline officers and phase 2 roll out has startred
		The inspection established that reports of vehicle crime are often dealt with over the telephone by forces that operate a threat, harm and risk approach to attendance. This may account for the significant range in attendance by forces indicated in the chart.	Not later than 31 March 2015, all forces should ensure that they have the ability efficiently and promptly to differentiate in their records their attendance to specific crime types, such as between burglary dwellings and burglary of other buildings.	Yes		Supt English	This needs to be discussed with both the head of the FCR and the crime registrar. THRIVE significantly impacts on this as we might not attend a burglary-other	ongoing		we are able to distinguish between burglary dwelling/burglary other and have relevant opening/closure codes available on NSPIS. As you'll already know since the introduction of THRIVE, we no longer have an attendance policy as such which denotes a compulsory attendance to any incident. That said, should the reported circumstance of a burglary other denote attendance in accordance with one (or more) of the THRIVE principles then we will resource accordingly.	Yes

Report	AFI Subject	HMIC Evidence	AFI/Recommendation	Recommendation accepted for action by the force? Yes/No	SRO/CO lead	Plan Owner	Action Required	Column1	Assurance and Confidence in addressing AFI/Recommendation in the timescale	Narrative explaining the confidence rating	SRO lead assured that this is being achieved - ready for sign off?	Column2
							What?	Timescale?				
Custody - unannounced	Treatment and conditions	"The routine removal of corded clothing and footwear was also disproportionate, particularly where detainees were assessed as low risk."	Restrictions on detainees' footwear and clothing should be subject to individual risk assessment.	Yes	DCC Knighton		As a general rule all clothing / footwear with cords or laces is removed from detainees. The force maintains that the removal of cords / laces is appropriate and reflects the risk posed by individuals when detained. No action required.		High	CUSTODY REFRESHER COURSE INPUT Discussed with Sergeants. Lincolnshire Police still to remove cords and laces as per current practice. If clothing removed it must be endorsed on the custody record with the rationale. Suitable clothing must always be provided plus shoes.	Yes - approved by DCC Knighton	
	Treatment and conditions	"However, at Lincoln the CCTV monitors showing footage of cells and their occupants in the booking-in area could be seen by detainees, which was inappropriate."	The closed-circuit television monitors should not be viewable by detainees or non-custody staff in the booking-in area.	Yes	DCC Knighton	Estates	This relates specifically to Lincoln. A scoping exercise will be undertaken to examine whether this can be achieved.		**Medium**	Update by Chris Allenby 19/02/16 Estates – The CCTV viewing screens at West Parade are 36 inch and secured at high level because the custody desk is not suitable for desk mounting smaller screens. On a normal size screen say 23inch there is a range of privacy filters available which stop the viewing of the screen from any angle other than directly from the front, unfortunately these are not currently available for the larger screens. Options: • Redesign the custody desk to incorporate smaller screens at desk level, the screens would then be angled so the screens would not be seen by persons on the detainee side of the desk. The cost for this option would be quite high and disrupt Install a barrier or hood strategically placed to interrupt the viewing of the screens from the detainee side of the desk. Low cost option but may look unsightly. For discussion next Gold group meeting. UPDATE 13/05/16 Final decision ongoing	Yes - approved by DCC Knighton	
	"The provision for detainees with disabilities was limited.."	All suites should have facilities for detainees with physical disabilities.		Yes	DCC Knighton	C/Insp Baker & Estates	There are no specific facilities for detainees with physical disabilities at present. A scoping exercise will take place to examine the requirements and potential costs to this recommendation.		**Medium**	Update from Chris Allenby 19/02/16 Estates – The building regulations are very clear on accessibility for persons with physical disabilities and the equipment to be used, however this is not compatible with custodial requirements because of the ligature issues with the equipment recommended to be used. The force could consider converting one or more accessible cells at strategic locations to cater for persons with physical disabilities. The cost to convert a single cell is estimated to be £8k to £10k. However this would make the cell inappropriate for normal use without constant supervision The cost is being scoped following work being done in Leicestershire, facilities have been provided with information on how to adapt a cell and the work is being costed with a view to making a decision on how many suites/cells to adapt. A paper has now been written and is in consultation with the local areas also including the formal signing off to close the 3 mothballed suites.	Yes - approved by DCC Knighton	
	Treatment and conditions	"...it was common practice for CDOs to visit all detainees at 30-minute intervals, and that 60-minute observations were rarely used, regardless of the outcome of the risk assessment."	Observations of detainees should be set at levels appropriate to the risk posed and should always be adhered to.	Yes	DCC Knighton	C/Insp Baker	The level of observation as set out in APP distinguishes the action to be carried out during the check and frequency of visits. Reminder to custody officers through refresher training and the CPD event that each level should be based upon the individual risk		High	CUSTODY REFRESHER COURSE INPUT Refer to APP. Observation levels must be bespoke to the individual and reflect their needs. On no account must there be a blanket 30 min observations used on a set of detainees for the convenience of staff. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"We saw some use of anti-rip clothing, mostly for detainees who refused or, in one case, could not (owing to their mental vulnerability) participate in the risk assessment, which was excessive."	Anti-rip clothing should only be used in exceptional circumstances and as a last resort to protect the detainee from harm, with a recorded rationale, based on a risk assessment.	Yes	DCC Knighton	Insp Ing & Insp Clark	The force recognises that the use of anti-rip clothing should only be used when appropriate but that the documentary rationale is often missing from custody records. To be included in the refresher training and CPD event.		high	CUSTODY REFRESHER COURSE INPUT Any justification for using anti rip clothing and the rationale must be placed on the Custody record. Refer to APP handout. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"They were not conducted with the whole team, however, with CDOs having a separate handover. The process would have been further enhanced if all incoming custody staff spoke to the detainees as part of the handover."	All custody staff should be involved in the same shift handover.	Yes	DCC Knighton	Insp Ing & Insp Clark	Current staff shift patterns make this difficult but this can be done with some better planning. Instruction to staff to brief and handover together. Inspectors to monitor.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware of the need to fully brief staff. Sergeants to fully record handovers. Refer to APP. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"The quality of pre-release risk assessments was variable; some involved the detainee but in a few cases we observed the assessment being completed after the detainee had left the custody suite, without any interaction about their imminent release."	Pre-release risk planning should take into account the risks arising during custody as well as any consequences of release, and detainees should be offered information about relevant support organisations at the point of release.	Yes		Insp Ing & Insp Clark	Input already in current custody officers course. Leaflets and details of support agencies are available. Instruction to staff completed and will be done again through the CPD event.		High	CUSTODY REFRESHER COURSE INPUT Discussed. Sergeants aware that anything addressed on the initial risk assessment or subsequent assessments (if risk has changed) must be addressed on release. Sergeants to ensure that aspects of concern are addressed and that it is recorded. Information on release document identified. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"Detainees we spoke to, and our observations, confirmed that custody staff engaged politely and courteously with detainees. However, the individual needs of detainees were not always met."	Custody staff should be more aware of the individual needs of vulnerable detainees, including women and children, and how to meet them.	Yes	DCC Knighton	C/Insp Baker & A Lighton	On the initial course this is covered. Stocks of reading material, sanitary wear and replacement shoes are available. Reminder to staff through the refresher training, and an entry onto NICHE will be developed.		high	CUSTODY REFRESHER COURSE INPUT. All matters discussed including replacement clothing, sanitary products, reading material. Sergeants aware to ensure that they take the time to understand detainee's individual needs and that they are shown as addressed in the Custody record. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"Staff appeared to spend some time negotiating with the girl before she was restrained; staff then left the cell, inexplicably, taking the anti-rip suit with them, leaving the girl naked in her cell for a period of around 10 minutes."	Detainees who have had their clothing removed should be placed immediately in alternative suitable clothing.	Yes	DCC Knighton	C/Insp Baker	This arises out of a complaint from a female juvenile and observed by the HMIC / HMIP team. To be included in the refresher training and CPD event.		High	CUSTODY REFRESHER COURSE INPUT. Refer to APP. Examples highlighted by HMIC discussed. No prisoner should be without clothing, it must always be made available and offered. If clothing refused it must be endorsed on Custody record. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"We were particularly concerned about the force's safeguarding arrangements in relation to children."	Custody staff and managers should be fully aware of procedures for safeguarding children and of referral mechanisms to the local authority.	Yes	DCC Knighton	C/Insp Baker	Included in the initial custody officer course. "Stop Abuse" – is the well known force referral system and has seen increased usage. This will be covered in the CPD event.		High	CUSTODY REFRESHER COURSE INPUT Stop abuse discussed on force intranet. If there are concerns with a child in Custody it must be escalated to Duty Inspector. Any concerns must be addressed with Social Services. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Strategy	"There was a standard operating procedure document for the force, The East Midlands Criminal Justice Service Custody Procedure, and this was available for staff to view on the force intranet. However, the document had some gaps, notably concerning the purpose of appropriate adults (AAs) and the reporting procedures for complaints made against police staff by people in custody (see also section on rights relating to treatment)."	Lincolnshire Police should update the East Midlands Criminal Justice Manual to ensure that it covers all relevant topics comprehensively, including the procedure for recording complaints made by those in custody and the purpose of the appropriate adult scheme.	Yes	DCCKnighton	Chief Insp Baker	Complete the action	30/11/2015	HIGH	EMCJ manual has been updated. CUSTODY REFRESHER COURSE INPUT. Sergeants know where it is on the intranet along with APP	Yes - approved by DCC Knighton	
	Treatment and conditions	"There was little acknowledgement of the vulnerability of children; they were offered no specific support or care, and girls under 18 were not routinely assigned a named officer."	Girls under 18 should be allocated a named female officer who is responsible for their care while in custody.	Yes	DCC Knighton	C/Insp Baker	This has already been included in the refresher training and a reminder has been e-mailed out. This will also be include din the CPD event		High	CUSTODY REFRESHER COURSE INPUT. Informed that a named female officer must be allocated and that they can speak to them should they need to. Refer Sergeants to APP and to complete detention log as per APP. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"Of particular concern was that custody staff did not routinely ask detainees about caring responsibilities so that arrangements could be made, even though there was a specific question about this on the risk assessment."	Custody staff should ask all detainees if they have any obligations as carers or are being cared for by others, and whether they need help to address these.	Yes	DCC Knighton	C/Insp Baker	This has been included in NICHE and is in the initial custody officer training. It will be re-enforced through the refresher course and CPD event		High	CUSTODY REFRESHER COURSE INPUT. Sergeants told of APP guidelines on the subject. Advised to put it on risk assessment and/or on booking in procedure log entry where it is already listed. Both ways of putting on custody record looked at. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	

	Treatment and conditions	"Her behaviour was challenging and resulted in a male officer pushing her twice while she was naked."	Detainees should only have their clothing removed by staff of the same gender.	Yes	DCC Knighton	Insp Ing & Insp Clark	This is an instruction included in the initial course and refresher course. Included within the refresher training, and CPD event.		High	CUSTODY REFRESHER COURSE INPUT Discussed as per Codes Of Practice. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"...generally remained in them in the holding room until they were called to the booking-in desk, which was excessive, particularly as they were compliant."	Handcuffs should be removed from detainees after arrival, unless a risk assessment indicates otherwise.	Yes		C/Insp Baker	Handcuffs are generally not removed until the individual arrives in front of the custody officer. Each situation must be judged on its merits. A reminder to staff will be circulated.		High	CUSTODY REFRESHER COURSE INPUT Detainees should not be kept handcuffed unless they pose a risk etc. All detainees who arrive in Custody will be risk assessed. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"We found several ligature points in all of the custody suites."	Lincolnshire police should address the safety issues around ligature points and, where resources do not allow them to be dealt with immediately, the risks should be managed.	Yes	DCC Knighton	C/Insp Baker & Estates	Not made aware at the time of the inspection. List of points now made aware of and Estates are dealing.		high	Update by Chris Allenby 19/02/16 Estates – All ligature points must be reported in the first instance to local Support Services, small ligature issues will be dealt with by the caretaking staff on site with emergency repair materials kept on site, larger issues will be escalated through Facilities Management for technical input and contractor involvement. I recommend that a member of Facilities Management Technical Team accompany a senior member of the custody team once a month minimum inspecting each of the four custody suites a similar format to the weekly H&S tour could be adopted. Walk arounds to be conducted on 15/03/2016 and 17/03/2016 to check ligature points have been treated or tolerated.	Yes - approved by DCC Knighton	
	Health care	"There was no patient information about the medication, as highlighted in the G4S standard operating procedure, and custody staff had not been trained in medicine management."	There should be robust governance of medication management, including a review of all patient group directions (PGDs) and local operating procedures, and appropriate medicine management training for custody staff.	Yes	DCC Knighton	Chief Insp Baker	In every suite there is asthma, paracetamol, indigestion tablets etc. Will always ring for medical telephone advice. PGD is currently being reviewed.		**Medium**	All PGDs are under review with introduction of policies, guidelines and Standard Operating Procedures. Correct as of 13/05/16 awaiting further update - Dr Martin von Fragstein. Update 20.5.16 All PGDs are under review with introduction of policies, guidelines and Standard Operating Procedures. This work has now been completed for all suites.	Yes - approved by DCC Knighton	
	Treatment and conditions	"Few of the staff could recollect undertaking fire evacuation exercises, however, and there were no records of any such exercises taking place."	Regular emergency evacuation drills should take place at each suite and be recorded.	Yes	DCC Knighton	Insp Ing & Insp Clark	Evacuations have taken place but outside of the 12 months. Drills at all suites will be carried out in the next 6 months and regular testing to follow.		High	Completed	Yes - approved by DCC Knighton	
	Treatment and conditions	"Replacement footwear was not always provided, even though most detainees had their footwear removed."	Replacement footwear should be provided for all detainees if their own footwear is removed or stored outside their cell.	Yes	DCC Knighton	Insp Ing & Insp Clark	In all custody suites there are replacement shoes which should be provided. Reminder to all custody staff, and through refresher training and CPD event.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware that detainees must be provided with adequate footwear. As per APP	Yes - approved by DCC Knighton	
	Treatment and conditions	"Women were not routinely told about the availability of sanitary products but at Lincoln and Skegness there were notices on the wall informing them of their availability."	Women detainees should be offered sanitary products routinely.	Yes	DCC Knighton	A Lighton	Observed by HMIC. All staff to be reminded of this through briefings.		High	CUSTODY REFRESHER COURSE INPUT Discussed Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Treatment and conditions	"Access to showers and exercise was generally facilitated only on request by detainees, requiring them to have prior knowledge of their availability."	All detainees held overnight, or those who require one, should be offered a shower.	Yes	DCC Knighton	Insp Ing & Insp Clark	These will be provided to individuals when resources allow. Custody staff will be reminded of this provision but will be facilitated when resources allow		high	CUSTODY REFRESHER COURSE INPUT Discussed Code C 8.4 Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Individual rights	"We saw custody sergeants asking arresting officers to provide a full explanation of the circumstances of the arrest but we saw few exchanges in which the reason(s) for the arrest under PACE code G3 were asked for or provided by officers."	Lincolnshire Police should ensure that arresting officers and custody sergeants are fully aware of and comply with the requirements of the necessity criteria for arrest as detailed in PACE code G.	Yes	DCC Knighton	C/Insp Baker & Learning and Development	The inspection team observed that custody officers were suggesting what the grounds / necessity were for arrest. This will be re-enforced through the custody refresher course and initial training. IPLDP – student officer course.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware of requirement of Code G. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Individual rights	"We saw some waits of up to 35 minutes at Skegness, due primarily to the volume of demand. These waits were comparable to the average waiting time across the four suites supplied by the force for July 2015, which, at 26.67 minutes, was unacceptable and prevented the early identification of risk."	Lincolnshire Police should monitor the average waiting times from time of arrival in custody to detention being authorised, to ensure that detainees are booked in promptly.	Yes	DCC Knighton	C/Insp Baker & EMCJS SMT	The waiting times are already monitored as part of EMCJS. Improvements may well be seen with the "Big Word" pilot which should speed up the process in areas with high numbers of FNOs.		High	Ongoing Boston has the highest waiting time which is partially down to the time taken to book in the higher portion of foreign nationals.	Yes - approved by DCC Knighton	
	Individual rights	"...the service was accessed through the use of loudspeaker telephones, which lacked privacy and could be noisy when the suites were busy."	Suitable telephone equipment should be provided in all suites to facilitate private telephone interpreting.	Yes	DCC Knighton	C/Insp Baker	Observed by the inspection team - booking in process of FNO, done on speaker phone in custody. The force will explore the use of two handsets or ensuing phone calls done in private room.		high	CUSTODY REFRESHER COURSE INPUT. No change to current set up on equipment. Sergeants advised to clear custody area of persons not needing to be there when telephone interpreting carried out to minimise intrusion by 3rd parties	Yes - approved by DCC Knighton	
	Individual rights	"..we found evidence of a 17-year-old girl held at Lincoln who had her photograph, fingerprints and a DNA sample taken without her AA being present, which was inappropriate and a breach of PACE (code D, 2.15). Custody staff at all the suites told us that this was common practice when dealing with children and vulnerable adults, particularly if the individual had been in custody previously."	Lincolnshire Police should ensure that the taking of photographs, fingerprints and DNA samples in cases involving children and vulnerable adults takes place in the presence of an AA.	Yes	DCC Knighton	Insp Ing & Insp Clark	This has occurred, in some cases to speed up the CJ process re the identification of an individual. Instructions already sent out to staff and County Council updated as to this requirement. Reminder will be provided during CPD event.		high	CUSTODY REFRESHER COURSE INPUT. Sergeants aware that AA to be in attendance for all processes. Input given to all first and second line supervisors. TASS and YOS have been briefed and will monitor their performance.	Yes - approved by DCC Knighton	
	Individual rights	"During booking-in, custody sergeants and CDOs advised detainees of their three main rights but they were not routinely given a written notice setting out their rights and entitlements"	All detainees should be given a copy of their written rights and entitlements.	Yes	DCC Knighton	C/Insp Baker	Current practice observed by the HMIC would indicate that explanations are not being provided to detainees. Reminder to staff		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware and how to print them off from NICHE. If refused custody record to be endorsed. Code C, annex M.	Yes - approved by DCC Knighton	
	Individual rights	"In our CRA, 19 detainees had required a PACE review; however, in the case of two detainees at Boston there was no record that a review had been conducted,"	Reviews of detention should be conducted as required in PACE code C, and PACE reviews for children should be carried out face-to-face.	Yes	DCC Knighton	C/Insp Baker	This was observed during the inspection. Reminders sent to staff. This will be covered during both refresher training and the CPD event.		high	CUSTODY REFRESHER COURSE INPUT Full liaison with duty Inspector discussed and the need for face to face reviews with all children. Operational Inspectors reminded of their obligations via email. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Individual rights	"There was no consistent approach across the suites to responding to a detainee's request to make a complaint."	Detainees should be able to make a complaint while they are still in custody.	Yes	DCC Knighton	Supt Wood	HMIC observed an inconsistent process. PSD have provided guidance for the EMCJ policy.		High	Ongoing as of 08/03/16. The EMCJS Policy and procedures have been updated and all staff reminded of the need to record any complaint and notify the Duty Inspector. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Individual rights	"Family or friends were contacted in the first instance to act as an AA but not all staff were aware that guidance documents were available on the custody computer system (Niche) for issue to such parties, detailing their role and responsibilities when acting as an AA."	Custody staff should be made aware of the availability of a guidance document to assist family or friends acting as AAs, and this should be routinely issued where relevant.	Yes	DCC Knighton	C/Insp Baker	This is available on NICHE but HMIC identified that it was not being accessed or used. Reminder to staff. Re-enforce through refresher training and CPD event.		high	CUSTODY REFRESHER COURSE INPUT Sergeants aware and how to print off copy from NICHE.	Yes - approved by DCC Knighton	
	Individual rights	"None of the custody staff we spoke to was aware that an easyread pictorial version of detainees' rights and entitlements, for those needing help with understanding or reading, was available on the Home Office website."	Staff should be made aware of the availability of the easy-read pictorial version of the rights and entitlements information.	Yes	DCC Knighton	C/Insp Baker	Link to this version is available for all staff. An instruction has been provided to staff with the link.		High	CUSTODY REFRESHER COURSE INPUT. All staff emailed with direct link to print easy read version off. Hard copy to be put in Each Custody suite	Yes - approved by DCC Knighton	

	Individual rights	"We saw detainees being told during the booking-in process that they could read the PACE codes of practice but these were not routinely explained by custody staff."	PACE codes of practice should be routinely explained and offered by custody staff.	Yes	DCC Knighton	C/Insp Baker	Observed by HMIC that Sgts did not provide an explanation of the Codes of Practice. Reminder sent to staff and will be included in the CPD event.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware of need to fully explain and expand what they are.	Yes - approved by DCC Knighton	
	Health care	"Only the medical room at Skegness had suitable storage for medical equipment and appropriate clinical surfaces for forensic sampling; the others used filing cabinets for storage, which was inappropriate."	All medical rooms should have appropriate storage for medical equipment and clinical surfaces for forensic sampling, and fully comply with infection control guidance identified through regular infection control audits.	No	DCC Knighton		All suites have been refurbished to NHS standards. No action required		High	Infection control audits are completed By HCPs and rooms are checked by Clinical Lead (KW). Each suite should contain standard set of equipment that is checked and Calibrated.	Yes - approved by DCC Knighton	
	Health care	"At each suite, custody staff had access to a small range of medications, supplied by G4SFMS, including prescription-only medication such as asthma inhalers and angina sprays, as well as mild pain killers and nicotine replacement patches. They were able to administer any of these, following only telephone advice from a G4S FME, without the detainee being examined by the FME or a formal prescription; this was unsafe for prescription-only medication."	A health care professional should review detainees requiring prescription-only medication face-to-face and prescribe using a valid PGD or prescription.	No	DCC Knighton		This is the current process adopted. No action required		High	HCP/FME will evidence on custody record how often it is administered by staff. If however medication over and above what prescription usually is (if condition requires, gets more acute etc) then further face to face contact will be required. The above refers to asthma inhalers, angina sprays, nicotine replacement patches and mild pain killers as mentioned in HMIC report Lincolnshire Police use Nicotine Lozenges not patches.	Yes - approved by DCC Knighton	
	Health care	"However, custody officers and HCPs told us that there were sometimes delays in the response from the crisis team and in expediting mental health assessments, including access to an appropriate bed. This meant that detainees spent too long in custody as there were often no beds available."	Mental health assessments and Mental Health Act assessments should be expedited in a timely fashion to ensure that detainees do not remain in custody for too long.	Yes	DCC Knighton	C/Insp Baker	Assessments are done in a timely fashion however the problem is sourcing a MH placement. Subject to be revisited through refresher training and CPD event.		high	CUSTODY REFRESHER COURSE INPUT In depth presentation by Jon Morris- Understanding Mental Health and Mental Capacity. Input includes material on correct processes, law and application. Input given to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Health care	"Custody staff had received training in mental health awareness as part of their induction and some staff had received refresher training in mental health, learning disabilities and autism."	Mental health awareness refresher training should be regular and enable all custody staff to identify and manage the care of detainees appropriately and safely.	Yes	DCC Knighton	Tracey Rampton & Learning and Development	Custody officer course has a day on this subject and included in the refresher. Continue to ensure MH is a high priority on initial and refresher course.		High	As above CUSTODY REFRESHER COURSE INPUT	Yes - approved by DCC Knighton	
	Health care	"...and some staff had not had an annual appraisal."	All staff should have access to an annual appraisal which identifies individual professional development.	Yes	DCC Knighton	A Lighton	All CDOs completed EDRs. G4S Managers to monitor compliance.		High	Completed, already in G4S framework.	Yes - approved by DCC Knighton	
	Health care	"There were no refrigerators in any of the medical rooms for storing heat-sensitive medications."	There should be a refrigerator available in each treatment room; minimum and maximum drug refrigerator temperatures should be recorded daily and remedial action taken if they are outside of range, to ensure the correct storage of heat-sensitive medication.	No	DCC Knighton		All the treatment rooms have recently been signed off by the NHS as compliant. No action required In general terms the HCP / FME do not prescribe medicines that require refrigeration. Fridges are generally available within the custody suite.		High	N/A	Yes - approved by DCC Knighton	
	Treatment and conditions	"There were no books for children…"	All suites should hold a stock of reading material suitable for children.	Yes	DCC Knighton	A Lighton	All suites have arrangements with their local libraries to provide second hand books. Senior Detention Officers will now request more child friendly material.		High	All custody suites now have suitable reading material for children and this has been refreshed as required.	Yes - approved by DCC Knighton	
	Individual rights	"...when these facilities were busy, officers brought their voluntary attendees into the custody suite for interview, which was contrary to the ethos of the process, which was to divert individuals from police custody. Custody staff were unsure about how often voluntary attendance was used and no data were available on the deployment of this alternative."	Lincolnshire Police should remind operational staff to seek restorative justice resolutions when dealing with applicable lesser criminal offences.	Yes	DCC Knighton	Suzanne McLardy	Observed by the inspection team – an individual detained when RJ would have been more appropriate. There are ongoing briefings around the county by Restorative Solutions to increase staff knowledge.		High	Input provided by Ch Insp Baker to all first and second line supervisors.	Yes - approved by DCC Knighton	
	Individual rights	"The court not accepting detainees after 1pm meant that people were often held in police detention for too long when they were refused bail by the police."	Senior police managers should engage with HM Courts and Tribunals Service to ensure that early court cut-off times do not result in unnecessarily long stays in police custody.	Yes	DCC Knighton	C/Insp Baker	There are no cut off times for courts in Lincolnshire, however if they are full this causes delays. Contact will be made with HMCTS and this well be monitored.		High	Discussions have taken place with the Deputy Justices Clerk who confirms there is no cut off time for the courts but each bench makes a decision on the day if they can accommodate additional detainees. The issues is with the conveyancing of detainees via the PECS contract and this continues to be monitored where it impacts upon detainees remaining in Custody.	Yes - approved by DCC Knighton	
	Individual rights	"We observed a 16-year-old boy being booked in at Lincoln who indicated that he wished to make a complaint....However, this did not occur and when we later checked the custody record we found no evidence that the inspector had been made aware of the complaint."	All complaints made by children about restraints should be referred to the local authority designated officer for investigation.	Yes	DCC Knighton	Supt Wood	Staff not aware of this requirement. To be actioned through PSD. Develop a process for notifying the LADO.		High	PSD are aware and the process adopted that any child making a complaint of being restrained will be recorded as any other complaint and PSD will liaise with the LADO accordingly.	Yes - approved by DCC Knighton	
	Health care	"There were four full-time FME posts; two were covered by eight FMEs on a flexible rota basis and the other two were vacant."	There should be adequate staffing to ensure that clinical services are safe, and detainees should be seen within the agreed response times.	Yes	DCC Knighton	C/Insp Baker & A Lighton	Current action plan in place to recruit staff across the region to 120%. Continue to monitor timeliness against action plan. Monitoring of complaints.		High	Staffing levels and skill mix are being reviewed by Account manager and Regional Clinical Lead (MvF), to ensure a clinically appropriate and prompt service. Correct as of 13/05/16. Waiting further update. Dr Martin von Fragstein. MMedSci. MRCGP. DLM. Regional Lead Forensic Physician (FME/SOE). Midlands G4s Substance Misuse Lead UPDATE 20.5.16 Staffing levels and skill mix are being reviewed by Account manager and Regional Clinical Lead (MvF), to ensure a clinically appropriate and prompt service. The contract performance is managed through a regional forum and staffing levels have increased. This continues to be routinely monitored. The Force is currently in negotiations over a revised contract to improve response time with use of embed Health Care Practitioners.	Yes - approved by DCC Knighton	
	Health care	The process for detainees to make a health care-related complaint was not well advertised.	Detainees should be able to complain about health services through a well-advertised and confidential health care complaints system.	Yes	DCC Knighton		Where a person wishes to complain about the health services received this should be routed through in the same way as standard complaints. The complaints procedure is being clearly document within the EMCJ manual.		High	Posters designed to be placed in all 4 suites.	Yes - approved by DCC Knighton	
	Main		The force should engage with their counterparts in the local authority, instigate an immediate review for the provision of local authority accommodation under section 38(6) PACE 1984 for children, and monitor performance data to ensure that children are not unnecessarily detained in police cells.	Yes	DCC Knighton	Supt Housley	Implementation of the Section 38 Protocol. Include in CPD event – February / March		**Medium**	A Section 38 protocol has been signed by the force and children's services and is embedded below. All Sergeants have been briefed on the content and implications. Lincolnshire Police have signed National Concordat. Due to the regional NICHE roll out the performance data is still being developed in meaningful format. A review of accommodation has established that the issue is not a lack of it availability but that Sergeants were asking for "secure" accommodation when it wasn't required. This has been address by training inputs and the escalation procedure in the protocol.	Yes - approved by DCC Knighton	

	Strategy	"Custody inspectors dip-sampled 10 cases per month each, which was insufficient as it equated to less than 2% of cases per year. The process was also limited to custody records; there was no cross-checking of custody records against CCTV footage or person escort records, and no dip-sampling of shift handovers for further validation."	Quality assurance measures, including the dip-sampling of custody records and reviewing of closed-circuit television footage, should be broadened to include 10% of cases.	Yes			The custody inspectors will increase their audit to 5% and review the thematic areas of concern e.g. juveniles / stop search		**Medium**	The audit process for Lincolnshire Custody has been adapted to include key themes identified by the HMIC. i.e. vulnerability, Females and Juveniles. Section 136 detainees are all reviewed by the mental health lead. These themes also inform the EMCJS audit regime with Vulnerability, Risk assessment, Section 136, Females, Juveniles and the removal of clothing as the topic areas currently under scrutiny. The Lincolnshire Custody Inspectors now audit approx. 6-8% of the new arrival records and this is supported by 10% of records by G4S. EMCJS audit 100 records every 3 months for Lincolnshire. Together this totals a sampling regime of between 20-25% in various areas of risk. CCTV review is now included in this if areas of concern are spotted during a the auditing of a record.	Yes - approved by DCC Knighton	
	Individual rights	"AAs for children were available through The Appropriate Adult Service (TAAS), which was contracted to provide a service between 7am and midnight"	AAs should be readily available 24 hours a day for children and vulnerable adults.	Yes	DCC Knighton	C/Insp Baker	The current contract is set 7 am – midnight, which provides good coverage. The force accepts that CYP may be detained at any time but aim never to hold CYP overnight and interview at inappropriate times. The Local Authority will be consulted with to see if their AA provision could be extended.		**Low**	No change to current set up. Discussions have taken place with YOS who manage the contract it runs until midnight and it is felt that this provides an adequate service. The cost to increase the hours of operation would need to be met from existing budgets but the monies are not available. This remains under scrutiny to ensure the provision is adequate under the current budget restraints.	Yes - approved by DCC Knighton	
	Strategy	"Patrol sergeants who provided cover for custody officers received the same level of training but some worked infrequently in custody so had limited opportunity to practise their skills, which sometimes resulted in inconsistent, and occasionally poor, practice."	Staff deployed in custody suites should have knowledge and skills required to work in custody.	Yes	DCC Knighton	Insp Ing	All regular custody officers are trained and attend refresher training. Response Sergeants attend the same training and refreshers and are able to have additional one to one support if required.		**Medium**	Lincolnshire Police currently trains around 80 Custody Sergeants to ensure it has daily operation resilience; the staff are managed by Local Policing as opposed to a centralised function. This model was adopted as a reversal to the centralised function due to a need to reduce Sergeant numbers across the force and to reduce the numbers of times local policing staff were abstracted to work in Custody. Each trained Custody Sergeant undertakes an annual 2 day refresher course. In order to ensure that all Sergeants are currently up to date on refresher training two further courses are scheduled for end of May/start of June 2016. At the completion of the extra course Custody Sergeants will be up to date and received the required training. All Initial Custody Sergeants training courses will also incorporate points raised by HMIC inspection. Sergeants are aware that they need to keep their skills base up and part of this is their responsibility. Informed that they need to consider going into custody to book prisoners in	Yes - approved by DCC Knighton	
Effectiveness (Crime)	Neighbourhood Policing	Officers from neighbourhood teams routinely being moved from their duties to cover response	"The force should ensure its focus on crime prevention is not undermined by the redeployment of neighbourhood officers and staff to undertake reactive duties. The force should use evidence of 'what works' drawn from other forces, academics and partners to continually improve its approach to the prevention of crime and anti-social behaviour. There should be routine evaluation of tactics and sharing of effective practice."	Yes	ACC Gibson	Chief Supt Wood	This is to be reviewed under the policing model. Neighbourhood policing is to be ringfenced and linked to the crime prevention strategy.	Force plan will be in place by April 2016	**High**	The force should ensure its focus on crime prevention is not undermined by the redeployment of neighbourhood officers and staff to undertake reactive duties - A number of workstreams within the force will address this specific issue. The Priority based budget review work being undertaken - alongside the New Neighbourhood policing plan will ensure that NHP is effectively resrouced moving forward. The Evidence based policing working group will be fundatmental in ensuring that the use of 'what works' evidence drawn form other forces, academics and partners is fully embedded in our approach to the prevention of crime and anti-social behaviour.	ACC Gibson - Complete following Policing model 1. But to keep a wathing brief.	
	Investigation	Huge backlogs in numbers of items being processed. Officers having to wait months and years for digital evidence - delaying the justice process	"The force should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure that investigations are not delayed."	Yes	ACC Gibson	D/Insp Knubley	A full upgrade of the digital forensics position in the force.	Jun-16	**High**	The ACC is assured that the whole digital forensic piece in the force is moving towards a much stronger position. The unacceptable delays in digital evidence retrieval have been dramatically reduced. Despite there being some further work to achieve in the future as the nature of digital forensic work expands and changes at a challenging rate, the outlook for Lincolnshire police being able to adapt and meet those changes is very high. This is mainly down to the creation of the Digital forensic crime team led by a highly motivated DI and a very tech savvy DS. Together they have created a triage system to accommodate differing levels of digital evidence retrieval based on the device submitted and the case requirements. Effective demand management and resource diversion has occurred; this has involved the introduction of frontline user kiosks to obtain digital evidence and force wide training schedules have made this accessible to nearly all officers. A business case is in place for a new high tech server which will ensure that the unit is looking to overcome current and future capacity issues. The posts created in the policing model for this specific unit to	ACC Gibson - Completed locally and ongoing regional work chaired by me to progress collaborative digital units. Again keep a watching brief as volume continues to increase.	
	Investigation		"The force should take steps to ensure that all available evidence is recorded at scenes of crime, and that there is regular and active supervision of investigations to check quality and progress."	Yes	ACC Gibson	D/Supt Davison	Full refresh of the Lincs police investigation manual, rollout, briefing and the creation of new performance measures. All line managers to be breifed in person or during seminar attendance.	March 2016 inforce roll out	**High**	The revitalised crime investigation manual has been published to the force and a force wide communication strategy to embed the policies contained within is fully underway. This has involved intranet campaigns, Personal briefings at all Sgt seminars in the force by the lead on crime investigation matters, D/Supt Davison. This will be a continual embedding process supported by a change in the performance regime on crime investigation quality instigated by D/Supt Davison. Importantly the supervision piece has been reinforced with Sgt's being instructed that Investigation plans and strong supervision on all crime reports is a must. This is being reviewed with dip sampling and auditing to ensure that the effective supervision is being embedded across the force.	COMPLETE	
	Investigation		"The force should introduce a clear process to ensure that those who are **A)** <u>circulated as wanted on the police national computer</u>, **B)** <u>those who fail to appear on police bail</u> and **C)** <u>named suspects identified through forensic evidence are swiftly arrested</u>, and that the **D)** <u>risks posed by registered sex offenders are managed effectively</u>."	Yes	ACC Gibson	D/Supt Davison	**A)** Reduction of outstanding numbers of wanted on PNC through clear guidance.	April/May 2016	**Medium**	D/Supt Davison to discuss with East and West SMTs regarding circulating a clear policy and making sure that performance data supports improvement in this area. A further report will be available in June. This is an area that the ACC regularly discusses with SMTs as this will be an inspection area for the PEEL Effectiveness Autumn report.	COMPLETE	
				Yes	ACC Gibson	D/Supt Davison	**B)** The rollout of the crime/investigation manual and increased directive supervision. Fewer people outstanding on bail	March 2016 inforce roll out	**High**	This aspect has been achieved through the work jointly conducted by the criminal justice arm of the force and the through the custody arm of the force. With horizon scanning identifying that the Police and Crime bill will have a major impact on police bail in the near future, work is already underway in the East Midlands region being led by Chief Supt Debenham EMCJS to ensure that policies, procedures and processes are ready for the bail changes. In force the investigation manual rolled out across the force through the dedicated intranet portal and throuhg a whole series of SMT, Sgt and operational staff briefings, has put into place the guidance document to be referred to on this very topic. In line with this the increased directive supervision guidance will naturally foster a stronger superviosry structure int he force - of which bail is a part of. This will need to be monitored in term sof how far the guidance has been embedded throuhg the continued professional devleopment of the force.	COMPLETE	
				Yes	ACC Gibson	D/Supt Davison	**C)** EMSOU Forensic Services and East/West SMT to discuss policy creation. Effective monitoring of forensic hits	April/May 2016	**Medium**	The recent restructure of the Forensic science service in the regional that Lincolnshire sits within has delayed the clear establishment of this process. However there is a clear interim position where the district DI's are all aware and monitor the number of offenders who are highlighted as such due to forensic identification. Those offenders who are committing the most serious offences are prioritised and sought rapidly. The numbers of outstanding offenders are montiored through daily management processes it he force and where further resources need to be tasked to secure the arrest of said offenders this is tasked on a daily basis. In the 112 months preceeding 1/07/2016 2083 forensic retrievals were made and on the 1/7/16 93 offenders were outstanding on NICHE. This gives a clear indication that less 4.5% of the identifications are outstanding. This outstanding number clearly does not mean that the suspects are being ignored - far from it. Thy could be simply hard to locate offenders. It does show that of the 2083 forensic retrievals the force is quick at resolving these in the most effective and relevant way.	COMPLETE	
				Yes	ACC Gibson	D Supt Mayo PPU	**D)** Review of the MOSOVO risk management policy.	Apr-16	**Medium**	ACC Gibson has been fully assured that there is an adequate risk management plan in place for each RSO in force. This has been achieved through the reassessment and reprioritisation of required and necessary risk assessments for all RSO's. It was never the case that there were RSO's in the county without some form of risk management plan in place. The sheer increase in the volume of work in the unit in relation to a change in national risk assessment practice caused a backlog of work which is being steadily managed. An increase in staff and a further dedicated Sgt post in the management of RSO team have assisted in this.	COMPLETE	

	Partner working		"The force should work with partner organisations to develop its approach to integrated offender management (IOM) in line with the Home Office IOM principles."	Yes		D/Supt Chris Davison	IOM refresh and overhaul, including the development of new IOM cohorts.	Jun-16	**Medium**	As part of the policing model transformation changes in force the IOM team has been completely refreshed. There has been a new dedicated Sgt post to refresh the team, with an increase is other staff posts. The unit is now co-located with lead partners to foster partnership working. The 4th July has seen the team transition to a new cohort of offenders. The cohort is no longer made up of the top 2% of volume offenders alone - it includes drug abuse and domestic abuse perpetrators as well and in the longer term work will continue to look at the cohort further. The work being introduced in the force on harm index rather than volumetric crime levels gives the IOM team the opportunity to identifiy new theme for inclusion on the cohort list - depending ont he actualy harm each offender has or could cause to the wider public.	COMPLETE	
	Missing Children		The force should improve its response to missing children by developing its understanding of the scale and nature of the issue. In persistent cases the force should ensure its uses information from previous missing episodes to develop a co-ordinated and prioritised response. The force should also ensure that frontline staff and supervisors understand how to identify the risk factors associated with missing children and the potential links to child sexual exploitation, understand their roles and responsibilities for investigating and safeguarding, and use effectively systems designed to support the management of cases.	Yes		D/Chief Supt. Morrison	Better co-ordination in relation to reports regarding missing children, develop understadning of the scale and nature of the issue. Better resolution of incidents, utilising information from previous incidents in persistent cases. Introduction of a new missing person unit through the policing model to add a level of consitency and oversight.	Apr-16	**Medium**	In the Spring of 2016 D/Supt Hatton gave a briefing to all first and second line supervisor's in relation to the scale and isue of missing children and the risk of vulnerable children becoming exploited. The workshops were very much focused on the practical elements of how frontline staff and supervisors identify the risk factors associated with missing children and the potential links to child sexual exploitation. This increased their understanding of their their roles and responsibilities for investigating and safeguarding these incidents. Effectively upskilling the entire workforce in recognising these risks and how to act in those situations. In addition the creation of the dedicated missing person unit which despite being a fledgling service and is still in the process of becoming fully operational, has made huge inroads in terms of policy creation and trigger plans for the most vulnerable and those at risk of CSE. There is One Sgt, four PC/DCs and two civilian missing person co-ordinators. At the current moment in time the Sgt – PS Gareth Wigham is in post and is writing the policies and procedures for the unit. One co-ordinator is working with Sgt Wigham. Two of the PCs commence in the unit in the second half of June, one is on maternity until October and	COMPLETE	
	Domestic Abuse		"The force should improve its investigation of cases involving vulnerable victims, specifically in relation to cases involving victims of domestic abuse and sexual offences, to ensure appropriately-skilled and experienced staff conduct the investigation and there is effective supervision and prioritisation of workloads.	Yes	ACC Gibson	1)D/Supt Mayo	1) Full Domestic action plan to be written. 2) Ensure that the resourcing is effective in the units dealing with vulnerability to ensure effective investigations, specialist officers and workload prioritisation is enabled.	End of March	**Medium**	1)The domestic abuse plan was signed off by the Chief officer team and delivered in line with the required date of March 2016. 2) The New policing model (SAFE team/ Lincs safer together/Missing persons unit/ CSE/ emerald review/USEC) plan is being finalised and the ACC is fully assured that the in depth review and resourcing of the policing model ensures that there is the correct balance of officers, specialist officers and workloads to ensure that risk and vulnerability is effectively managed within the current financial constrants. Thoughtful policing as a cultural ethos which the DCC is working to embed across the force will highlight the needs of all victims and will upskill the workforce in recognising vulnerability across the force and not jsut in those specialist areas which require increased vigilance.	COMPLETE	
Stop and Search powers 2: Mar 2015	Progress forces and the College of Policing have made in taking the action recommended in HMIC's 2013 report		With immediate effect, while changes to the Authorised Professional Practice are being considered, the College of Policing should publish a working definition of what constitutes an effective and fair stop and search encounter.	No - as these are very generic recommendations and are not force specific. The Best use of Stop and Search plan supercedes all of thesse.			Following consultation with the Police and Public Encounters Board a definition and short guidance has been drafted. This has been approved by the NPCC lead for stop and search and the Chief Executive of the College of Policing.			HMIC published its report 'Stop and Search Powers: Are the police using them effectively and fairly?' in 2013 and made ten recommendations for improvement. In March 2015 the follow up inspection 'Stop and Search Powers 2: are the police using them effectively and fairly?' made a further ten recommendations to supplement the 2013 findings. In addition, the four requirements set out in the Home Office's Best Use of Stop and Search Scheme (UBSSS) have been adopted by all forces. Finally the All-Party Parliamentary Group on Children (APPGC) chaired by Baroness Massey of Darwin made six recommendations in respect of searching children and young people. My ambition is that the police service responds to these thirty-two recommendations in a consistent and coherent way so that the public has easy access to information that demonstrates progress being made by forces.		
	Progress forces and the College of Policing have made in taking the action recommended in HMIC's 2013 report		Chief constables should, with immediate effect, develop plans that set out how each force will complete the action required to make good progress in relation to the recommendations in HMIC's 2013 report, and publish these plans so that the public can easily see them on their websites. These plans should include the action forces are taking to comply fully with the Best Use of Stop and Search Scheme, initiated in April 2014 by the Home Secretary. HMIC expects chief constables to use the self assessments they completed as part of this inspection to formulate their plans, alongside any other relevant information. We expect all forces to have completed, or to be making good progress in relation to, the recommended actions by November 2015.				The completion of this template assists toward the plans. Unless reliant on the roll out of mobile data, the recommendations have been or are being actioned and the intention is to publish this template on the Force internet. 12/10 – a version of this plan is now published on the Force internet					
	Use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within tweleve months, chief constables and the College of Policing should agree and implement a set of minimum recording standards for the police use of the Road Traffic Act 1988 power to stop motor vehicles and the Police Reform Act 2002 powers to search for and seize alcohol and tobacco from young people for the purpose of assessing their effective and fair use;				The NPCC stop and search lead will work with the College of Policing on this recommendation. The NPCC lead will seek the views of forces.					
	Use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, the Home Office should establish a requirement for sufficient data to be recorded and published in the Annual Data Requirement to allow the public to assess how effective and fair the police are when they use these powers.				for the Home Office to respond					
	Recommendations relating to the use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, the Home Office should incorporate the Road Traffic Act power to stop motor vehicles and the Police Reform Act Powers to search for and seize alcohol and tobacco into Code A, so that officers are provided guidance about how they should use these powers in the same way that Code A provides guidance about stop and search powers.				for the Home Office to respond					
	Use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, the College of Policing should make sure that the relevant Authorised Professional Practice and the stop and search national training curriculum include instruction and guidance about how officers should use the Road Traffic Act 1988 power to stop motor vehicles and the Police Reform Act 2002 powers to search for and seize alcohol and tobacco from young people in a way that is effective and fair.				for the college of policing to respond					
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within twelve months, the Home Office should incorporate into Code A a requirement for the recording of all searches which involve the removal of more than an outer coat, jacket or gloves and a requirement for officers to seek the authority of a supervising officer before strip searching children.				for the Home Office to Respond					
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within twelve months, the Home Office should work with forces to establish a requirement for sufficient data to be published in the Annual Data Requirement to allow the public to see whether or not the way that police conduct searches that involve the removal of more than an outer coat, jacket or gloves is lawful, necessary and appropriate.				for the Home Office to Respond					
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within twelve months, the College of Policing should make sure that the relevant Authorised Professional Practice and the stop and search national training curriculum include instruction and guidance about how to make sure that searches that involve the removal of more than an outer coat, jacket or gloves are conducted in a way that are lawful, necessary and appropriate.				for the College of Policing to respond				Yes	
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within three months, chief constables should require their officers to record all searches which involve the removal of more than an outer coat, jacket or gloves. This record must specify: the clothing that was removed; the age of the person searched; whether the removal of clothing revealed intimate parts of the person's body; the location of the search including whether or not it was conducted in public view; and the sex of the officers present.				The current paper form completed by officers captures all these details, with the exception of the sex of the officers present. Mobile data will address this particular aspect.	Aug-16	High	mobile data roll out is continuing, the stop search function is live for those officers who have devices issued.	Yes	

	Searches involving the removal of more than an outer coat, jacket or gloves.		Within three months, chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners105 and to any community representatives who are engaged in the scrutiny of the use of stop and search powers to help them assess whether these searches are lawful, necessary and appropriate.				Not currently actioned – the details are recorded on the paper form, but not captured within Force systems. The roll out of mobile data will address this and once in place, a reporting mechanism can be agreed via the PCC / community representatives. Quarterly meetings do take place with the Office of the Police and Crime Commissioner to discuss stop and search.	Aug-16	High	mobile data roll out is continuing, the stop search function is live for those officers who have devices issued.	Yes	
			HMIC expects chief constables to use the self-assessments they completed as part of this inspection to formulate their plans, alongside any other relevant information. We expect all forces to have completed, or to be making good progress in relation to, the recommended actions by November 2015.				Actions being undertaken take due consideration of the self-assessments, however several are reliant on the introduction of mobile data.	Aug-16	High	mobile data roll out is continuing, the stop search function is live for those officers who have devices issued.	Yes	
JESIP 2015	**151**		The blue light services need to have more efficient processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how Joint Organisational Learning process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.	Yes	CC Skelly	Ian Watkins	Recommendation to be adhered to	Apr-17	**High**	Lincolnshire Police and Local Resilience Forum have adopted use of the national Joint Operational Learning IT System and processes. There is an agreed multi-agency protocol in place relating to de-briefing of major incidents which trigger multi-agency coordinated responses. The de-brief findings are circulated and evidence exists of them being acted upon. I believe the recommendation has been met.	CC Bill Skelly: I'm happy to sign off. COMPLETED.	
Legitimacy: Feb 2016	Stop and Search		The force should improve its understanding in relation to what constitutes reasonable ground for a search; And stop and search records should always include sufficient reasonable grounds to justify the lawful use of the power.	Yes	DCC Knighton	Supt Staniland	1) Training to All first and second line managers. 2) Dip sampling and use of UPP structure to be enforced around performance issues.	Immediate impact	**High**	This has been fully completed. All first and second line managers took part in a bespoke stop and search workshop in Feb 2016. A commmunicaton strategy was embarked upon which highlighted good and bad practice. All frontline staff have been trained on good and bad examples of grounds for a search. Multiple intranet articles and updates on key learning points are being published routinely. Supt. Staniland has an audit process in place which includes dip smapling and external and independent IAG review to ensure that all available sources of learning on the subject are captured.	Yes	
	Stop and Search		The force should put in place an action plan setting out how it will comply with all the features of Best Use of Stop and Search scheme. HMIC will revisit the force within six months to determine what improvements have been made.	Yes	DCC Knighton	Supt Staniland	A stop search action plan will be created, this will cover publishing outcomes, allowing the public opportunities to observe and monitor the impact especially on BAME	April 2016, reporting will be limited until MDT roll out has completed in Oct 2016	**High**	The Lincs police stop and search plan can be viewed in its entirety at the this location - this policy is line with the National best use of stop and search guidance and covers all the recommendations from 2013 to 2015 and beyond.	Yes	
	Taser		The force should ensure that Taser-trained officers properly record their decisions using the National Decision Model in accordance with the College of Policing training.	Yes	DCC Knighton	Chief Insp Pearce PSD	The recommendation should be fully adhered to	Mar-16	**High**	A full update was provided to the PEEL board on the 28th of Feb 2016 indicating that the training program for TASER has been reviewed and now includes the Code of Ethics and NDM. To ensure that all officers are captured for updated training the information has also been disseminated through the daily briefing process. To ensure that the learning is fully embedded and that officers can evidence their thought processes in using the aspects the national forms used to record taser use are now in use. This ensures that the learning has been embedded, the lessons are captured and can be reviewed.	COMPLETE	
JESIP: April 2016	Testing and Exercising		There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels at incidents	Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to	Jan-16	**High**	The Force control room has a desginated Airwave SPOC at Insp level (currently Insp Trafford) As part of his testing and knowledeg enhancement work he has embedded a quality assurance process, which tests the interoperability of the multi agency channels. This is conducted weekly any learning points which are required in each of the three services is fed back to each relevant service for wider dissemination. As an indirect consequence of the police service working in EMOPPS and increased interoperability channels across five police forces, the tri-service interoperability is far more widely understood.	COMPLETE	
Firearms Licensing: Sept 2015	Force Level	"In two of the forces that were not meeting the requirements,25 oversight was confined to monitoring basic numerical targets relating to the proportion of renewal applications completed before expiry of the current certificate, and the number of days taken to complete a grant or renewal of a certificate. There was no oversight of the quality of the day-to-day decisions being made or any attempt to identify risks."	Within three months, all chief constables should assess how well the governance of firearms licensing in his or her force meets the standards set out in Authorised Professional Practice. Chief constables of forces where the governance standards are not being complied with should put in place immediately to correct arrangements and procedures in order to meet the standards in full	Yes	DCC Knighton	D/Supt Davison	Consider the dip-sampling of granted / renewed certificates? TTR suggests sending / receiving some files from / to other forces for transparency and independence.	Dec-15	**High**	The DCC chairs a regular governance and performance meeting, which covers: Qualitative and quantitive information • Performance monitoring • Outcomes of any appeals • Timeliness of processes • Finance and resourcing • Cases of note • Any new practice • Monitoring of the force risk matrix • Public engagement strategies • Complaints – trends and lessons learned Dip-sampling of certificates takes place with the DCC and T/D/Supt – learning from these meetings is cascaded back. Sending files to other forces has been considered and ruled out by the DCC at this juncture.	COMPLETE	
	Force Level	"Good monitoring and audit arrangements are an essential part of the chief officer's responsibility to make sure that considerations about public safety are at the heart of the firearms licensing arrangements. Our finding that fewer than half the forces which we inspected had effective monitoring and audit arrangements is a cause of grave concern."	Within six months. All chief constables should establish arrangements for the effective monitoring and audit of their firearms licensing procedures, as required by the Authorised Professional Practice	Yes	DCC Knighton	D/Supt Davison	APP has been read; recommendations form the bulk of this matrix – governance sits over to ensure compliance – run by the DCC	Mar-16	**High**	HMIC Target the Risk report states - "Lincolnshire Police currently has good monitoring and audit processes in place." Performance and monitoring takes place, suggest close.	COMPLETE	
	Force Level	"Knowingly leaving unlicensed firearms with members of the public and failing to maintain accurate records defeat the purpose of an effective licensing process: certificate holders are being let down; the public is being put at risk; and the police are failing in their duty."	Immediately, all chief constables should satisfy themselves that all appropriate action is being taken by their force with regard to 'total expired' licensing records	Yes	DCC Knighton	D/Supt Davison & Angie Driver	Work should be undertaken to check on total expired licensing records as a matter of priority.	Sep-15	**High**	The G4S office is assigned the task of addressing the expired licences as they appear on the front screen of NFLMS on a regular basis. It is certainly 2 or 3 times per week. The front screen is not the all-encompassing source of expired certificates though. A further search has to be carried out through the search screen because, if the file is being worked on in other areas, the licence may not show up on the front screen of NFLMS amongst the expired certificates and can be missed. The department are now processing renewals in expiry date order, rather than date of receipt. The potential impact on processing times has been flagged; however this will ensure that certificate holders are covered prior to expiry ensuring no certificate holder is in illegal possession of weapons. In addition to this as a further safeguard the NFLMS front screen continues to be monitored on a daily basis.	COMPLETE	
	Force Level	"In another force, we found that temporary permits were being issued in accordance with Home Office guidance;84 these were hand-written during home visits. However, the force had chosen subsequently not to enter details of the temporary permit onto the certificate holder's record on the National Firearms Licensing Management System. This means that the Police National Computer record does not reflect the temporary permit, and, as such, the Police National Computer shows incorrectly that the permit holder may be in unlawful possession of a firearm, at least for the period of the temporary permit."	Within three months, all chief constables should ensure that their arrangements in respect of the use of temporary permits are in accordance with the Home Office guidance; that temporary permits are properly recorded without delay on the National Firearms Licensing Management System; and that effective systems exist to ensure certificate holders are not permitted, at any time, to remain in unlawful possession of a firearm.	Yes	DCC Knighton	D/Supt Davison & Angie Driver	Case studies from the HMIC report, Targeting the Risk have been reviewed and compared to Home Office guidelines. This has been used to develop a process for Lincolnshire.	Dec-15	**High**	Lincolnshire send out reminders 16 weeks prior to the expiry date recommending they submit the renewal applications at least 12 weeks prior to expiry. We have set a ground rule for those applications received inside 4 weeks of the expiry date that they should be told to lodge their weapons and they are not eligible for Temporary Permits under Section 7 FA 1968 (AR) Currently we are issuing Temporary Permits for all Coterminous Renewal applications that are received 4 weeks before their expiry date and have since expired as we are experiencing a heavy workload. 4 weeks is not a reasonable time to complete a coterminous renewal application as it involves a visit from an FEO. This is why we decided to send out renewal letters 16 weeks in advance on the 04/11/14 where we advised that applications should be submitted 12 weeks in advance. DCC Roach agreed to the proposed course of action shown Temp permits are issued for renewal applications received at least 8 weeks in advance of the certificate expiry date (that cannot be completed before expiry date)	COMPLETE	
	Force Level	"We were concerned to find that 3 of the 11 forces which we visited did not have an adequate process to deal with these notifications.86 In each of these forces, certificates had been issued despite error messages being outstanding. This means that, while the National Firearms Licensing Management System showed the licensing status of the individual correctly, the Police National Computer did not."	Immediately, all chief constables should ensure that effective arrangements are in place for the day-to-day management of the Police National Computer error notifications on the National Firearms Licensing Management System, ensuring that the notification requirements are dealt with and that the National Firearms Licensing Management System record is successfully transferred to the Police National computer	Yes	DCC Knighton	Angie Driver	Monitoring of exisitng processes	Sep-15	**High**	Agreed involvement with force / G4S in having a customer experience forum / invite to improve processes as part of the review. This needs to be considered in the round following some changes to processes (below). Pending existing efficiency work being c	COMPLETE	
	Force Level	"In two forces, officers and staff in focus groups were unaware of the action which they should take to seize firearms and certificates in such circumstances."	Within three months, all chief constables should ensure that systems designed to identify, prior to police attendacne, whether a reported incident involves or is at the address of a firearm certificate holder are in place and are always applied by staff dispatching officers to incidents; and that officers understand the riak assessment which they should be undertaking in such circumstances, and their power, when appropriate, to seize firearms and firearm certificates	Yes	DCC Knighton	D/Supt Davison	No specific action required	Dec-15	**High**	HMIC report, Targeting the Risk states - "Lincolnshire has a system in place which means that every incident related to the name of a firearm certificate holder (via address) is automatically flagged." Suggest close	COMPLETE	

	Force Level	"In the interest of public safety, all forces that have yet to complete a retrospective review of certificates issued prior to the changes made to the Home Office guidance should do so without further delay. Forces where such a review has been completed should now extend the scope of this review to consider other issues relevant to public safety in addition to domestic abuse incidents."	Within six moths, all chief constables should either satisfy himself or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety	Yes	DCC Knighton	D/Supt Davison	To be covered as part of the over-arching G4S review process of firearms licensing.	Mar-16	**Medium**	Lincolnshire Police already has an ongoing continuous review process. T/D/Supt DAVISON has checked with C/I Baker – he has a spreadsheet and email chain showing that the work was completed. There are some entries on the spreadsheet not showing as ticked – these will be forwarded to the DMS to do final checks to ensure that there are none outstanding by 01/02/16 Email to C/I/Baker asking for spreadsheet so that outstanding records can be checked. Email chain located: request to DMs to process existing 38 outstanding by August.	Yes	
Regional OCG's: Nov 2015	Regional OCGs		By 30 June 2016, every police force in England and Wales should publish an action plan that sets out in detail what steps it will take to make maximum use of the ROCU capabilities, minimise duplication at force level, and ensure that the use of shared ROCU resources are prioritised between regional forces. This action plan should be developed: in consultation with police and crime commissioners, ROCUs and the ROCU executive board; with regard to both local force priorities (in particular, as specified in the relevant police and crime plan) and National Crime Agency (NCA) priorities; and with regard to the other recommendations contained in this report.		ACC Gibson	DOI lead D/Supt Collins				The force is part of an established and successful collaboration which provides much needed resilience in key areas. As such, it is considered that we already do use ROCU resources to good effect. When a bid for ROCU support is considered appropriate there is a structure within force that discusses and agrees the submission of a bid. This can be OCGM for example in respect of an OCG trigger or a request for full adoption which is then ratified at both force and regional TTCG meetings. EMSOU SOC/MC provide regular updates and do so formally via the monthly RTTCG document. The work of the regional cyber-crime unit and prison intelligence network is still at an early stage and there is scope for terms of reference and a performance delivery framework to be drawn up. Prioritisation of ROCU resources already takes place through established force structures, primarily OCGM and TTCG. The force has recently adopted the MoRILE methodology in assessing areas of threat and harm and supports the RIU in doing likewise on a regional basis. There is a brand new intiaitive looking at a regional solution for Foreign national offenders (FNO) which will		
Honour Based Violence			By June 2016, chief constables should ensure that information management processes are in place to record and flag HBV, FM and FGM information in an efficient, effective and systematic way so that the risk to individual victims is identified at an early stage and properly assessed and managed throughout the progression of victim's case.		ACC Gibson	Nikki Mayo		Jun-16	**High**	All such incidents are flagged on C&C and on Niche, and form part of the PPU performance framework to enable monitoring. The introduction of regional Niche will also ensure consistency of flagging across the region.	Yes	
Efficiency: Oct 2015	Finance		The force should develop a future workforce plan that is aligned to its overall demand and budget. The plan should include future resource allocations and the mix of skills required by the workforce.		CC Rhodes	ACO Shackleton	The Force's workforce plan compliments the expected budget, anticipated demands and skills requirements	Apr-16	**High**	The Force Establishment Plan, reported to the Strategic Workforce Planning Board, provides a 3 year plan for Officers and PCSOs, taking into account the expected leavers and intakes. The Policing Model Project will target experienced transferee Detectives in 16/17 to influence the level of skills required by the Force. UPDATE 25.5.16 L&D are working on a skills audit for C/Insp level and above, looking at the required skills per role and non-role specific skills such as negotiation and how many individuals would be needed across the force with those skills. Work has commenced on sucession planning, CID career pathways working group, PIP2 and talent management strategy.	Yes	
	Finance		The force should develop clear and realistic plans for achieving the likely savings required beyond 2015/16. The plans should include a review of its policy on the use of reserves, to ensure it can continue to efficiently deliver a policing service within future financial constraints.		CC Rhodes	FCO Tomlinson			**Medium**	The Force has published a balanced Budget for until 19/20. The budget is based on a number of limited assumptions regarding Police Innovation Funding and changes to the funding formula for Police Forces from 17/18. The PCC is using reserves to balance the budget in 16/17, which has been communicated to all stakeholders. The force will conduct a Priority Based Budgeting review between June - October 2016 to identify the cost of delivering services and utilise the review to consider how services will be delivered in the future and to what standard, within the constraints of the budget available.	Yes	
JESIP: April 2016	Training		All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade	Yes	DCC Knighton	Ian Watkins	Recommendation to be adhered to	Aug-16		Lincolnshire have committed to training JESIP very much as a 3 service programme. Lincolnshire Police, Fire and Rescue and EMAS have all provided trainers for every event. Lincolnshire Police currently has 3 accredited JESIP trainers, 2 members of Police Staff and a serving Chief Inspector. By the end of 2014 ALL Operational and Tactical Commanders across the 3 services had attended a one day training session, as per the nationally designed and provided package, all delivered in tri-service environment, by the tri-service training team. Their delivery was complimented and indeed recognised by the central JESIP team and the Home Office, and was actually used as a case study of best practice at the National Emergency Services Show in Birmingham in early 2015. Courses have also been opened up to other partners and we have had attendees from Environment Agency, Local and County Councils as well as the voluntary sector.	Yes	
	Training		The blue light services need to develop a programme for delivering future JESIP tri-service training. This should incorporate refresher training, initial training for newly promoted commanders and awareness for new recruits. It should also be extended to Local Resilience Forums and other category 1 and 2 responders	Yes	DCC Knighton	Ian Watkins	Recommendation to be adhered to	Dec-16			Yes	
JESIP: April 2016	Testing and Exercising		Mulit-agency testing and exercising programmes need to be better coordinated and risk-based beyond Local Resilience Forum Community Risk Registers/National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint Organisational Learning process		Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to			Lincolnshire Resilience Forum exercise programme is informed by refrence to the Community Risk Register alongside capability assessment by partner organisations. There is no specific budget allocation, but budget is provided from general funds through negotiation and budget holder agreement gained through proving value of and need for exercising. Finding of de-brief are assessed and reported to LRF Programme management board and where relevant may be identified via the national JOL process.	Close
Honour Based Violence			By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.			ACC Gibson	Supt Mayo		Jun-16	**High**	The Force has an HBV and FM policy which is available on the intranet (awaiting APP to be produced). FGM mandatory reporting has been live for some months now. We are currently looking at incorporating training in these areas as part of vulnerability training. We are also currently looking at mapping our community information and data we hold in Force to better understand the scale of HBA / FM	Close - Supt Rick Hatton and DA coordinator have actioned and agreed closure
			By June 2016, chief constables together with partner agencies should ensure they have clear policies and joint working structures in place to ensure an integrated approach to HBV, FM and FGM between police forces and other agencies.			ACC Gibson	Supt Mayo		Jun-16	**High**	Mandatory reporting is in place for FGM. LSCB oversees FGM issues, both mandatory reporting and responding to the issue outside of this mechanism also. In Force we have clear protcols nationally with CPS around this issue. HBA/FM does not currently form part of the DASMB strategy / delivery plan.	Close - Supt Rick Hatton and DA coordinator have actioned and agreed closure

Report	Area for Improvement/Cause for Concern	Accepted for action by the force? Yes/No	SRO/CO lead	Plan Owner	Action Required		Assurance and Confidence in addressing AFI/COC in the timescale set	Narrative explaining the confidence rating	SRO lead assured that this is being achieved - ready for sign off?
					What?	Timescale?			
Missing Children: Who cares?	By September 2016, chief constables should ensure that information management processes are in place which focus on outcomes for children who go missing, and to provide better analysis to understand the effectiveness of the police and multi-agency responses. Information should include the diversity of the communities the forces serve.	Yes	ACC Gibson	T/C/Supt Mayo		**Sep-16**	**High**	A missing problem profile has been completed which identified the current issues. Missing children at risk of CSE are also discussed at the SAFE team meetings. A missing person team has recently been established which includes 2 missing person coordinators. Missing children now also form part of the LSCB CSE sub group and outcomes will be discussed at that group. Also in discussion with Barnados to ensure that return interviews are completed in a timely fashion and the information is captured by the Force.	**Superceded.** Response to missing persons completely reconfigured. Missing persons team in place which effectively identifies, assesses and puts actions in place to manage the risk to frequently missing children. These include trigger plans and feed into the the CSE management group (MACE). There is a multi-agency focus on this work via the LCSB and country CSP. There are still challenges in terms of the technological systems used to record missing episodes. The work to address this is encapsulated in the effectiveness 2016 AFI regarding missing children.
Delivering Justice in the Digital Age	Police forces, the Crown Prosecution Service and Her Majesty's Courts and Tribunals Service, undertake a comprehensive national cost and benefits assessment resulting from digitisation implementation. This should be informed by information from a local level (paragraph 4.44).	Yes	DCC Knighton	EMCJS		**Not specified**	**Medium**	Being developed with the national Digital First programme lead by CC Giles YORK.	Completed